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ABSTRACT

This report is the fourth in the National Presidents' Study series and presents results of the 1998 study responded to by 2,380 college and university presidents. Highlights of presidents in 1998 compared to 1986 include: the percentage of women presidents doubled, from 9.5 percent to 19 percent; the proportion of minority presidents increased from 8 to 11 percent; and 30 percent of presidents had never been a full-time faculty member, compared with 25 percent in 1986. Highlights concerning recently hired presidents include: the average age of new presidents was 55 years and was older at the time of hire than those hired 5 years ago, and that 25 percent of all newly hired presidents were women. Highlights concerning presidents' duties include: presidents reported spending the most time on planning, fund raising, dealing with personnel issues, and budgeting; and presidents were most likely to wish that they had more training in fund raising and financial management. Highlights concerning the presidential search process include: about one-fifth of presidents felt they did not have a clear understanding of some aspect of the campus or job when they took the position and 70 percent of presidents had a written contract when hired. Appendices provide the questionnaire and extensive detail on respondent characteristics and responses. (DB)

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The American College President

2000 Edition

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Table of Contents

Tables and Figures iv

Acknowledgements vii

Executive Summary 1

Chapter I: Introduction and Methodology 3

Chapter II: Summary Profile of the American College President: 1998, with Comparison to 1986 5

Chapter III: Profile of Women Presidents: 1998, with Comparison to 1986 9

Chapter IV: Profile of Minority Presidents: 1998, with Comparison to 1986 13

Chapter V: College Presidents and the Institutions They Serve 17

Chapter VI: Duties and Responsibilities of the College President 27

Chapter VII: Presidential Career Paths and Recently Hired Presidents 33

Chapter VIII: Selection Process 39

Chapter IX: Summary and Conclusions 45

Appendices

A. Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986 47

B. Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986 55

C. Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998 61

D. Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986 71

E. Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998 77

F. Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998 85

G. The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998 95

H. Sample Cover Letter Sent with Questionnaire 102

I. Survey Instrument 103

Tables and Figures

Chapter I: Introduction and Methodology

Table 1-1 Number, Distribution, and Response Rates of Universe and Sample: 1998

Chapter II: Summary Profile of the American College President: 1998, with Comparison to 1986

Table 2.1 Presidents' Characteristics in 1998 and 1986

Figure 2-A Presidents by Highest Degree Earned: 1998

Figure 2-B Number of Years as Full-Time Faculty Member Prior to Assuming Presidency, by Percentage: 1998

Figure 2-C Position Immediately Prior to Assuming Presidency, by Percentage: 1998

Figure 2-D Religious Affiliation of Presidents, by Percentage: 1998

Figure 2-E Presidents' Highest Degrees Earned, According to Field of Study, by Percentage: 1998

Table 2.2 Presidents by Sex and Race/Ethnicity: 1998, New Appointees, and 1986

Chapter III: Profile of Women Presidents: 1998, with Comparison to 1986

Table 3.1 Presidents by Sex and Institutional Enrollment, by Percent: 1998

Table 3.2 Percent of Women Presidents by Institutional Type: Selected Years, 1986 to 1998

Figure 3-A Percentage of Women Presidents by Institutional Type and Control: 1998 and 1986

Table 3.3 Presidents' Characteristics by Sex: 1998

Figure 3-B Presidents by Sex and Prior Position, by Percentage: 1998

Figure 3-C Presidents by Sex and Marital Status, by Percentage: 1998

Chapter IV: Profile of Minority Presidents: 1998, with Comparison to 1986

Table 4.1 Percent of Presidents by Race/Ethnicity: Selected Years, 1986 to 1998

Figure 4-A Percentage of Minority Presidents by Institutional Type and Control: 1998 and 1986

Table 4.2 Presidents by Race/Ethnicity and Institutional Enrollment, by Percent: 1998

Table 4.3 Presidents' Characteristics by Race/Ethnicity: 1998

Table 4.4 African American, Caucasian, and Hispanic Presidents by Sex: 1998 and 1986

Figure 4-B Presidents by CEO Position and Race/Ethnicity, by Percentage: 1998

Chapter V: College Presidents and the Institutions They Serve

Table 5.1 Doctorate-Granting Institution Presidential Characteristics: 1998

Figure 5-A Percentage of Presidents by Major Field of Study of Highest Degree Earned–All Institutions and Doctorate-Granting Institutions: 1998

Figure 5-B Minority and Women Presidents by Institutional Type and Control, by Percentage: 1998

Table 5.2 Master's Institution Presidential Characteristics: 1998

Table 5.3 Baccalaureate Institution Presidential Characteristics: 1998

Table 5.4 Two-Year Institution Presidential Characteristics: 1998

Chapter VI: Duties and Responsibilities of the College President

Table 6.1 Presidents' Primary Uses of Time, All Institutional Types: 1998
Figure 6-A Presidents' Primary Uses of Time at Public and Private Institutions: 1998
Table 6.2 Presidents' Top Three Uses of Time, by Institutional Type and Control: 1998
Table 6.3 Two Most Common Other Duties Cited by Presidents, by Institutional Type and Control: 1998
Figure 6-B Presidents' Other Activities at Public and Private Institutions: 1998
Figure 6-C Presidents Who Expressed a Desire for Additional Training in Fund Raising, by Institutional Type and Control: 1998
Figure 6-D Average Number of Days per Year Presidents Travel in State, by Institutional Type and Control: 1998
Figure 6-E Average Number of Days per Year Presidents Travel out of State, by Institutional Type and Control: 1998

Chapter VII: Recently Hired Presidents

Table 7.1 Title of Immediate Prior Position of Presidents, by Percent: 1998 and 1986
Table 7.2 Presidents' Most Recent Prior Position by Institutional Type: 1998 (Percentage of Presidents)
Table 7.3 Presidents' Current and Immediate Prior Places of Work by Institutional Type: 1998
Table 7.4 Number of Years in Current Presidency by Institutional Type: 1998 (Percentage of Presidents)
Table 7.5 Mean Number Years of Service in Current Position: 1998 and 1986
Table 7.6 New Presidents as a Proportion of All Respondents, by Institutional Type and Control: 1998
Figure 7-A Percentage of Newly Hired and All Presidents Who Were Women, by Institutional Type: 1998
Figure 7-B Percentage of Newly Hired and All Presidents Who Were Minorities, by Institutional Type: 1998

Chapter VIII: The Selection Process

Figure 8-A Percentage of Institutions that Used a Search Consultant, by Institutional Type and Control: 1998
Table 8.1 Percentage of Presidential Searches that Used a Search Consultant: 1998
Table 8.2 Percentage of Presidents that Received a Written Contract: 1998
Figure 8-B Agreed-Upon Conditions of Presidents' Employment, by Percentage: 1998
Figure 8-C Selected Agreed-Upon Conditions of Presidents' Employment at Public and Private Institutions, by Percentage: 1998

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Executive Summary

This is the fourth report in the National Presidents' Study series, conducted by the American Council on Education (ACE) since 1986, describing the backgrounds and career paths of college and university presidents.

This most recent National Presidents' Study, conducted in 1998, includes information from 2,380 college and university presidents. The first report, in 1986, profiled 2,105 presidents; the following one, in 1990, described 2,423; in 1995, 2,297 presidents responded.

The National Presidents' Study is the only source of demographic data on college and university presidents from all sectors of American higher education. The report includes information on presidents of public and private institutions of higher education consistent with the Carnegie classification system of 1994.[1] Colleges and universities are aggregated into five groups, by highest degree program: doctorate granting (Research I, II, Doctorate I, II), master's (I and II), baccalaureate (I and II), two-year (Associate), and specialized. Specialized institutions offer degrees ranging from the bachelor's to the doctorate, with at least 50 percent of the degrees awarded in a single discipline.

This report presents information on presidents' education, career paths, and length of service, as well as personal characteristics such as age, marital status, and religious affiliation. Data include information on race/ethnicity and sex.

For the first time, the report contains information on the presidential search process. Data are provided on the use of search consultants, the type of negotiations, and whether confidentiality was maintained.

The National Presidents' Study provides a contemporary description of college and university presidents, including changes since 1986. Highlights of the findings include:

Presidents in 1998 and 1986

- The percentage of women presidents doubled, from 9.5 percent in 1986 to 19 percent of the total in 1998.
- The proportion of minority presidents showed a smaller increase, from 8 percent in 1986 to 11 percent in 1998.
- The average age of presidents increased from 52.3 years in 1986 to 57.6 years in 1998.
- One-quarter (25.2 percent) of presidents in 1998 had served in a presidency in their immediate prior position, compared with 17 percent in 1986.
- Thirty percent of presidents in 1998 had never been a full-time faculty member, compared with 25 percent in 1986.
- Presidents in 1998 spent more time teaching prior to their presidency than did those in 1986: 7.8 years and 6.4 years, respectively.

Recently Hired Presidents

- New presidents were older at the time of hire than those who were hired five or more years ago. The average age of new presidents was 55.1 years.
- Twenty-five percent of all newly hired presidents were women, compared with 19 percent of the total group of presidents.
- One-third of new presidents at two-year colleges were women—a larger proportion than at any other institutional type.

Presidents' Duties

- Presidents came to their positions feeling prepared—particularly in the areas of administration and negotiation.
- Planning, fund raising, dealing with personnel issues, and budgeting were the responsibilities on which presidents spent the most time.
- Presidents were most likely to wish that they had more training in fund raising and financial management.

The Presidential Search Process

- For most candidates, the search process was relatively trouble-free and included a chance to meet with a wide range of campus groups. Most candidates accepted the job with little negotiation.
- About one-fifth of the presidents felt that they did not have a clear understanding of some aspect of the campus or the job at the time they took the position.
- Search consultants were used to recruit half of recently hired presidents, up from 16 percent of those hired prior to 1985.
- Seventy percent of presidents had a written contract when they were hired.

1 A *Classification of Institutions of Higher Education—1994 Edition.* Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching, 1994.

CHAPTER I

Introduction and Methodology

College and university presidents represent a unique group of leaders in American institutions. They are expected simultaneously to provide intellectual leadership, embody institutional values, and shape institutional policy. Externally, fund raising is a key activity. Presidents work with future and past students and spend time with external boards, agencies, and politicians, all of whom can affect the well-being of the institution. The demands of the job require intellectual, administrative, and social skills in equal measure.

Even though the job has changed as economic, political, demographic, and technological trends have shaped American higher education in each decade, this series of reports on the presidency is testimony to the enduring characteristics of college and university presidents. This report also shows the growing diversity of the individuals who hold the job.

The press carries regular stories on many higher education issues, including cost containment, affirmative action, tax policies, distance learning, and demands for accountability. Each of these is on the agenda of nearly every college president in the nation. On a personal level, presidents are concerned about job security, productive relations with their boards, and constraints on their ability to lead.[2] These challenges will continue into the new millennium, when presidents also will face increasing faculty retirement and concomitant faculty recruitment rates.

The National Presidents' Study is the only source of demographic data about college and university presidents from all sectors of American higher education. The report includes evaluations and judgments presidents made about their jobs and the hiring process. The study began in 1986 (*The American College President: A Contemporary Profile*, 1988), and follow-up reports published in 1993 and 1998 provided information on presidents in 1990 and 1995, respectively.

Like its predecessors, this fourth report provides information on presidents of public and private, regionally accredited, degree-granting institutions. The institutions are divided into five types consistent with the Carnegie classification of 1994: doctorate-granting (including Research I and II, Doctorate I and II), master's (I and II), baccalaureate (I and II), two-year (Associate), and specialized institutions that offer programs ranging from bachelor's to the doctorate and award at least 50 percent of their degrees in a single discipline.

Information on presidents' education, career paths, and length of service is presented along with more personal data, such as age, marital status, and religious affiliation. Data on race/ethnicity and sex are also included.

For the first time, the study solicited information about the hiring process—the use of search consultants, the composition of search committees, and the negotiation of contracts.

This report is designed to serve as an overview that addresses several issues, including:

- Demographic and personal characteristics of presidents, with special attention to women and minorities.
- Differences in the characteristics of presidents in various sectors.
- The academic and professional experience of presidents.
- Future trends in the presidency.

(Detailed tables are included in Appendices A through G.)

TABLE 1.1

Number, Distribution, and Response Rates of Universe and Sample: 1998

Category	Population* Number	Population* Percent	Survey Respondents Number	Survey Respondents Percent	Response Rate Percent
Public					
Doctorate-Granting	151	9.8	141	11.3	93.3
Master's	275	17.8	243	19.5	88.4
Baccalaureate	86	5.6	64	5.1	74.4
Two-Year	942	61.2	750	60.2	79.6
Specialized	86	5.6	49	3.9	57.0
Total	**1,540**	**100.0**	**1,247**	**100.0**	**81.0**
Private					
Doctorate-Granting	85	5.4	75	7.0	88.2
Master's	253	16.0	211	19.7	83.4
Baccalaureate	541	34.1	436	40.7	80.6
Two-Year	162	10.2	86	8.0	53.1
Specialized	543	34.3	285	24.6	52.5
Total	**1,584**	**100.0**	**1,093**	**100.0**	**69.0**
Total					
Doctorate-Granting	236	6.9	216	9.2	91.5
Master's	528	15.4	454	19.2	86.0
Baccalaureate	627	18.4	500	21.2	79.7
Two-Year	1104	39.8	836	35.4	75.7
Specialized	629	19.5	334	13.3	53.1
System Head	**	**	40	1.7	**
Total	**3,124**	**100.0**	**2,380**	**100.0**	**76.2**

*Population of institutions by Carnegie classification.
**Heads of systems with multiple institutional types.

Methodology

In 1986, the American Council on Education's Center for Leadership Development established a research program to collect longitudinal data on college presidents. Three reports have been published prior to this one.

As in previous studies, this fourth National Presidents' Study solicited information from all presidents of regionally accredited, degree-granting, U.S. higher education institutions. The study included institutional presidents, chancellors, and heads of college systems.

Questionnaires were mailed to 3,124 presidents in the winter of 1998-99. Non-responding presidents received a second mailing in March 1999 and a third in June 1999. Respondents held office in the academic year 1998-99 and are referred to throughout this report as "1998 presidents."

The 2,380 responses analyzed in this report include those of 1,707 presidents who provided new information for the 1998 survey, as well as updated information on 673 presidents who were known to be in the same position as in 1995 but who did not respond directly to the 1998 survey. The total number of responses is consistent with the 2,105 respondents in the first report, 2,423 in the second, and 2,297 in the third.

Table 1.1 shows the number and proportion of responses by sector.

This study's response rate was similar to those of previous studies. It should be noted that this was not a statistical sample and thus may not reflect the results achievable if all presidents had reported. These statistical limitations should be considered when comparisons are made to past results.

2 Kezar, Adrianna J. *Higher Education Trends (1997-1999) Policy and Governance.* Washington, DC: ERIC Clearinghouse on Higher Education. 1999. ED435350

CHAPTER II

Summary Profile of the American College President: 1998, with Comparison to 1986

The profile of the typical college president is changing slowly but continues to be Caucasian (89 percent) and male (81 percent) (Table 2.1). The typical president in 1998 was 58 years of age, held a doctorate degree (Figure 2-A), and had served in his current position an average of seven years. (See Appendix A for detailed data by sex and selected minority groups.)

Seventy percent of presidents had experience as faculty members (Figure 2-B), and one in four served as president prior to his current position (Figure 2-C). Eight percent of presidents' immediate prior position was outside of higher education (see Table 7.1, page 33).

More than half of all presidents identified themselves as Protestant. Twenty-seven percent of the presidents reported that they were Catholic (Figure 2-D).

Forty percent of college and university presidents had received their highest earned degree in education. (Figure 2-E). Presidents were nearly three times as likely to have earned their highest degree in education as in the humanities/fine arts, the second-place field (13 percent). Twelve percent of presidents had earned their highest degree in social sciences, and scientists and engineers represented 9 percent of the group. Seven percent had received their highest earned degree in religion. Less than 5 percent of the presidents had a professional degree in law or medicine.

Changes Since 1986

Since 1986, the percentage of women college presidents doubled, from 9.5 percent to 19 percent, and the percentage of minority presidents increased from 8 percent to 11 percent (Table 2.1).

These increases suggest that institutions of higher education have expanded

TABLE 2.1

Presidents' Characteristics in 1998 and 1986

Category	1998 Percent		1986 Percent
Women	19.3		9.5
Minority	11.3		8.1
Currently married	83.8		85.0
Had doctoral degree	80.7		76.6
Three most frequent prior positions:			
President/CEO	25.2	Chief academic officer	22.5
Senior executive	22.8	Senior executive	18.4
Chief academic officer	20.0	President/CEO	17.3
Had tenure as faculty member in current position	31.5		38.8
Had tenure as faculty member in immediate prior position	36.9		38.8
Had spent time outside job market for personal/family reasons	7.1		NA
Presidents' top three fields of study:			
Education	39.9	Education	43.9
Humanities	13.5	Humanities	16.5
Social sciences	12.4	Social sciences	11.7
Category	**Average**		**Average**
Age (in years)	57.6		52.3
Years in present job	6.9		6.3
Years in prior position	6.2		5.6
Years as full-time faculty	7.8		6.4

FIGURE 2-A

Presidents by Highest Degree Earned: 1998

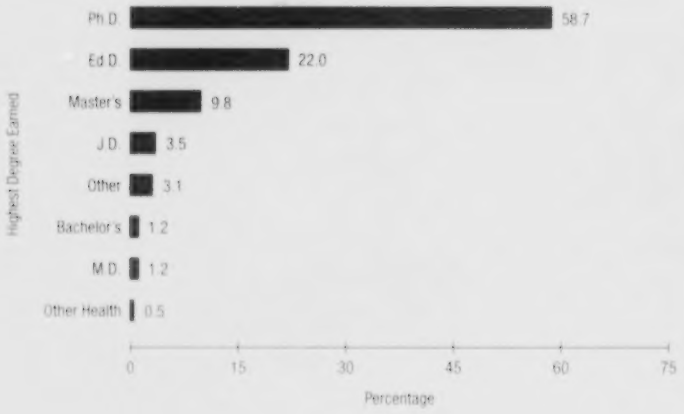
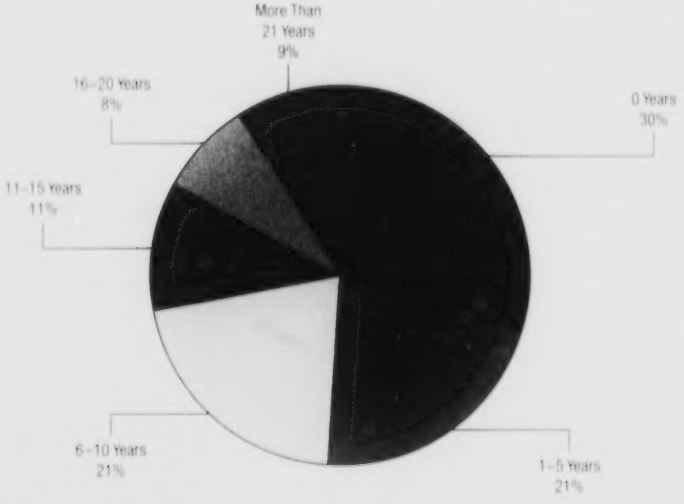


FIGURE 2-B

Number of Years as Full-Time Faculty Member Prior to Assuming Presidency, by Percentage: 1998



opportunities for women and minorities to enter senior administrative leadership positions, though the representation of minorities in the presidency is increasing at a much slower rate than that of women. This is a continuation of trends noted in previous surveys. Also, as discussed below, these changes have not taken place consistently among different types of institutions.

Presidents in 1998 were more likely than presidents in 1986 never to have served as a full-time faculty member (30 percent in 1998 compared with 25 percent in 1986). However, those who had been full-time faculty members had taught for nearly a year and a half longer than presidents in 1986.

The average age of college presidents in 1998 increased by five years from that of presidents in 1986. The average president had been in the job just under seven years in 1998, compared with slightly more than 6.3 years in 1986. Together, these figures suggest that presidential job turnover slowed slightly during the 1990s.

Table 2.2 provides summary data for presidents in 1998 by sex and race/ethnicity. It also includes information on recently hired presidents, as well as comparisons with presidents in 1986. (These data are discussed more fully in subsequent chapters.)

FIGURE 2-C

Position Immediately Prior to Assuming Presidency, by Percentage: 1998

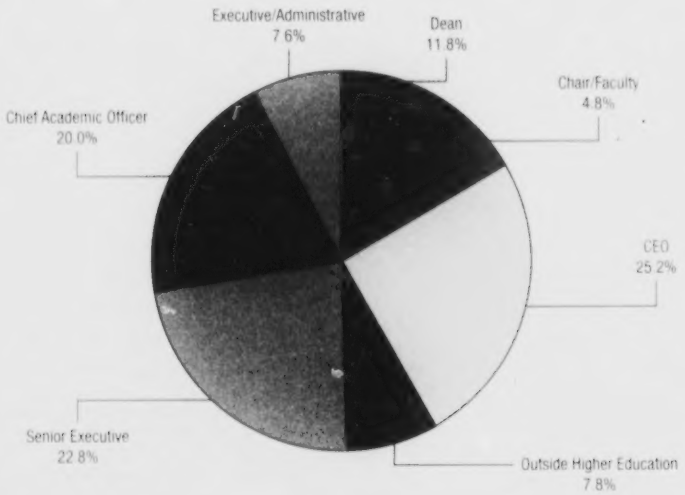
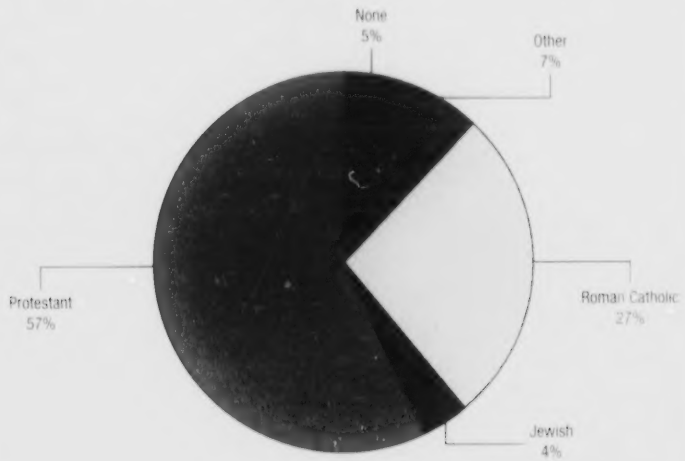


FIGURE 2-D

Religious Affiliation of Presidents, by Percentage: 1998



Occupational Classification

The occupation classification used in the tables aggregates a number of specific job titles. Examples of what was included in each of the occupational categories follow:

Chief Executive
- Campus Executive Officer
- President
- Chancellor
- Commandant
- CEO
- Interim of any of the preceding

Senior Executive
- Executive Vice Chancellor
- Executive Vice President
- Senior Vice President
- Vice Chancellor
- General Secretary
- Chief Financial Officer

Chief Academic Officer
- Provost
- Dean of Academic Affairs
- Dean of the Faculty
- Dean of the College
- Vice President of Academic Affairs
- Chief Academic Officer
- Director of Academic Affairs
- Vice President of Academic Affairs
- Vice Chancellor of Academic Affairs
- Dean of the College

Executive/Administrative
- Administrative Assistant to the President
- Associate Director
- Associate Vice Chancellor
- Executive Director
- Director

Outside Higher Education
- Commissioner of Education
- Attorney
- Bishop/Minister/Other Religious
- Cabinet Secretary
- Consultant
- Superintendent of Schools/Principal
- Senator/Representative/Governor/ Mayor/Council Member
- Retired

Faculty
- Associate Professor
- Department Chair
- Professor
- Instructor

FIGURE 2-E

Presidents' Highest Degrees Earned, According to Field of Study, by Percentage: 1998

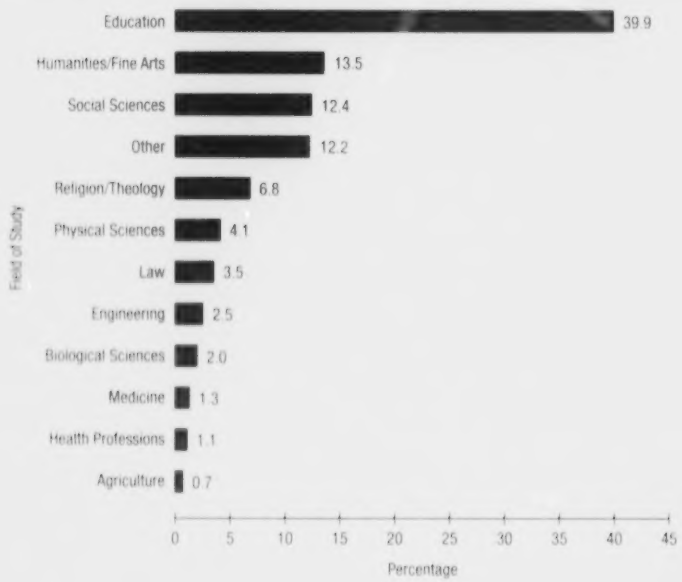


TABLE 2.2

Presidents by Sex and Race/Ethnicity: 1998, New Appointees, and 1986

Category	1998 Number	1998 Percent	New Appointees Number	New Appointees Percent	1986 Number	1986 Percent
Women						
African American	38	8.4	12	7.0	9	3.9
Asian American	3	0.7	1	0.6	2	0.8
Caucasian	391	86.3	147	85.4	210	89.4
Hispanic	18	4.0	11	6.4	12	5.1
American Indian	3	0.7	1	0.6	2	0.8
Total	**453**	**100.0**	**172**	**100.0**	**235**	**100.0**
Men						
African American	110	5.8	40	7.5	113	5.1
Asian American	17	0.9	4	0.8	8	0.4
Caucasian	1,686	89.3	465	87.2	2,053	92.1
Hispanic	56	3.0	20	3.7	43	1.9
American Indian	19	1.0	4	0.8	11	0.5
Total	**1,888**	**100.0**	**533**	**100.0**	**2,228**	**100.0**
Total						
African American	148	6.3	52	7.4	122	5.0
Asian American	20	0.9	5	0.7	10	0.4
Caucasian	2,077	88.7	612	86.8	2,263	91.9
Hispanic	74	3.2	31	4.4	55	2.2
American Indian	22	0.9	5	0.7	13	0.5
Total	**2,341**	**100.0**	**705**	**100.0**	**2,463**	**100.0**

CHAPTER III

Profile of Women Presidents: 1998, with Comparison to 1986

The proportion of women presidents doubled, from 9.5 percent of all presidents in 1986 to 19.3 percent in 1998. Despite increases at every type of college and university, women still accounted for less than one-fifth of all college presidents. If the proportion of women who serve as senior administrators and as full-time faculty provides a standard for equity, then women, as presidents, remain underrepresented. Forty percent of faculty and senior administrative staff in higher education are women.[3]

Table 3.1 shows that there was no significant difference in the size of institutions (as measured by institutional enrollment) led by men compared with those led by women. More than 40 percent of both women and men presidents led institutions enrolling fewer than 2,000 students; approximately one-quarter led institutions enrolling between 2,000 and 5,000 students, and 30 percent led institutions enrolling more than 5,000 students.

TABLE 3.1

Presidents by Sex and Institutional Enrollment, by Percent: 1998

Fall Enrollment	Women	Men
Fewer than 2,000 students	42.0	40.8
2,001-5,000 students	26.5	27.8
5,001-10,000 students	16.4	15.8
More than 10,000 students	15.1	15.5
Total	**100.0**	**99.9**

TABLE 3.2

Percent of Women Presidents by Institutional Type: Selected Years, 1986 to 1998

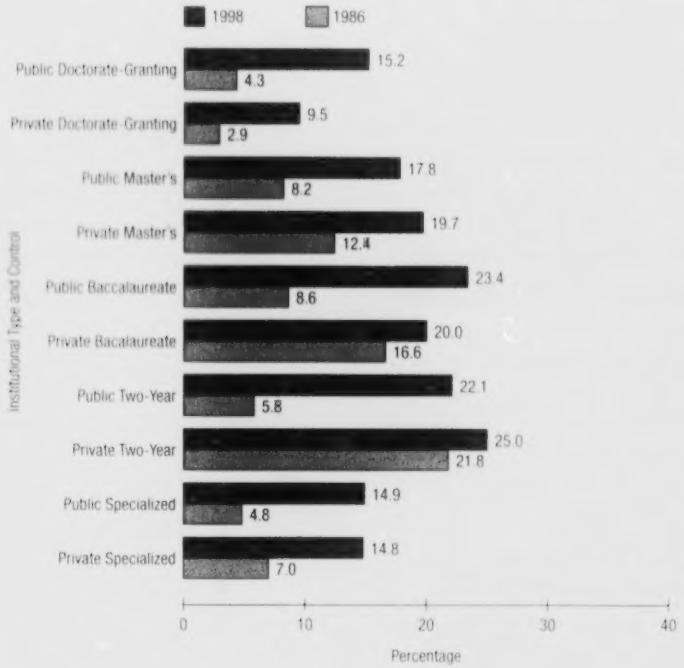
Institutional Type	1986 Percent	1990 Percent	1995 Percent	1998 Percent
Doctorate-granting	3.8	5.6	10.7	13.2
Master's	10.0	12.0	18.8	18.7
Baccalaureate	16.1	17.5	18.6	20.4
Two-year	7.9	11.3	17.4	22.4
Specialized	6.6	7.8	10.8	14.8
All Institutional Types	**9.5**	**11.8**	**16.5**	**19.3**

The largest increase in the percentage of women presidents was at two-year institutions, where they represented nearly 8 percent of presidents in 1986 and more than 22 percent of presidents in 1998. Women continued to be least likely to be president of a doctorate-granting institution, though the proportion of women presiding over such institutions increased from nearly 4 percent in 1986 to just over 13 percent in 1998 (Table 3.2).

Increases in the percentage of presidencies held by women varied by institutional control. The largest increases were at public baccalaureate and public two-year institutions (Figure 3-A). Proportional gains appeared to be more modest at private institutions, where women in 1986 already had a greater share of presidencies of two-year and baccalaureate institutions than of public institutions. By 1998, women accounted for one-fifth

FIGURE 3-A

Percentage of Women Presidents by Institutional Type and Control: 1998 and 1986



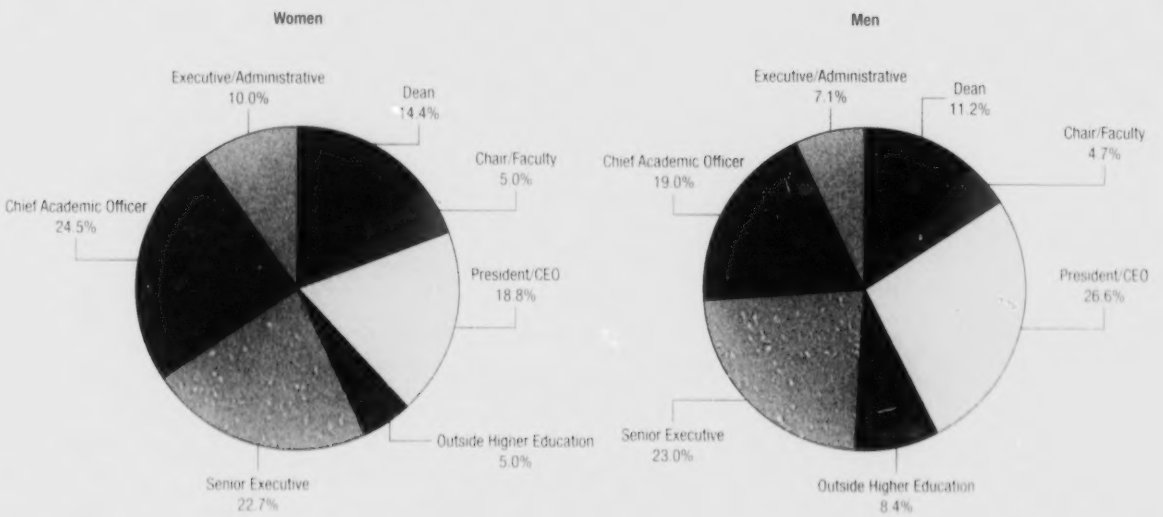
or more of all college presidents of private master's, baccalaureate, and two-year institutions and public baccalaureate and two-year institutions.

Women presidents had spent less time than men presidents in their current positions–5.6 years on average for women, compared with 7.3 years for men. Women also were less likely than men to have been a president in their prior position (Table 3.3; Figure 3-B). Both findings are consistent with the increasing number of women presidents in recent years.

One of the more striking differences between women and men presidents continues to be marital status (Figure 3-C). Most men presidents were currently married (90 percent), compared with 57 percent of women presidents. In 1986, 35 percent of women presidents were married. The proportion of currently married women presidents has increased as

FIGURE 3-B

Presidents by Sex and Prior Position, by Percentage: 1998



the number of women presidents has increased. In 1986, 30 percent of women presidents were unmarried members of religious orders,[4] compared with just 8 percent in 1998.[5]

More women presidents in 1998 than in 1986 were divorced, separated, or widowed–24 percent in 1998 compared with 16 percent in 1986. The proportion of women presidents who never married and were not in a religious order decreased from 19 percent in 1986 to 12 percent in 1998.

Women presidents were more likely than men presidents to be serving without the support of a partner. Not only were women presidents less likely to be married, but if they were married, their spouses were more likely to have paid employment. Half of the spouses of men presidents had paid employment, compared with about three-quarters (74 percent) of women presidents' spouses.

Three characteristics differentiated women presidents' average career history from that of men in 1998 (Table 3.3). First, almost one in five women presidents had been out of the job market for personal/family reasons, compared with just 4 percent of men presidents (Appendix A). Second, women presidents were younger on average than men presidents–56 years of age compared with nearly 58 years of age, respectively. Third, women presidents were slightly more likely than men presidents to have earned a doctorate.

Education was the most common field of study for both women and men presidents (47 percent and 39 percent, respectively), followed by humanities (18 percent and 12 percent, respectively) and social sciences (12 percent each).

3 Calculated from National Center for Education Statistics. *Digest of Education Statistics.* Washington, DC: U.S. Department of Education, May 1999, p.251.

4 Ross, Marlene, and Green, Madeleine F. *The American College President: 1998 Edition.* Washington, DC: American Council on Education, 1998, p.75.

5 The question of religious affiliation was asked differently in 1998 than in 1986. In the 1998 survey, respondents were asked whether they had ever taken formal religious training and been certified as a religious professional.

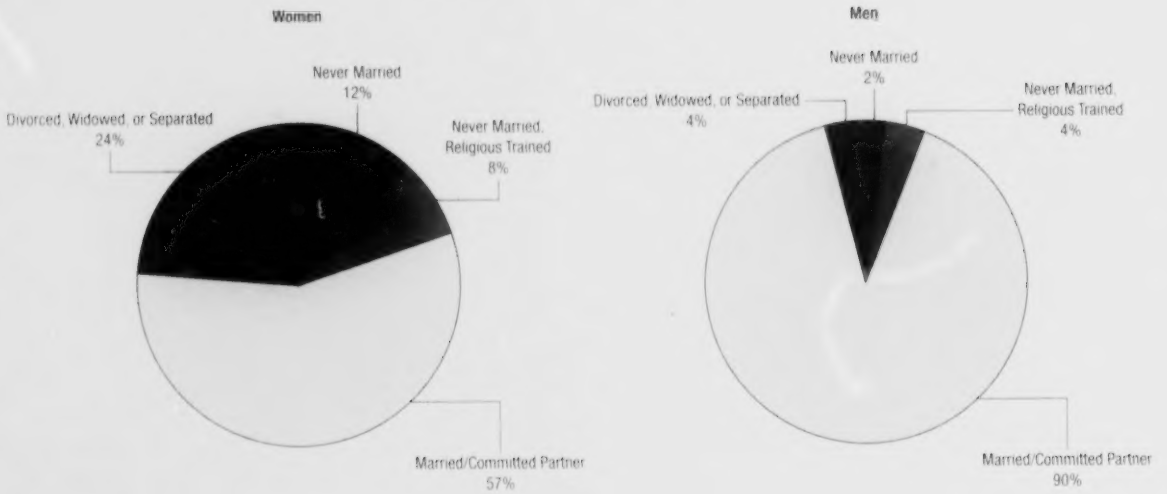
TABLE 3.3

Presidents' Characteristics by Sex: 1998

Category	Women Percent		Men Percent
Minority	13.8		10.7
Currently married	56.8		90.1
Had doctoral degree	84.6		79.4
Three most common prior positions:			
Chief academic officer	24.5	President/ CEO	26.6
Senior executive	22.7	Senior executive	23.0
President/CEO	18.8	Chief academic officer	19.0
Had tenure as faculty member in current position	28.4		32.3
Had tenure as faculty member in immediate prior position	35.2		37.3
Had spent time outside job market for personal/family reasons	18.8		4.0
Presidents' top three fields of study:			
Education	47.3	Education	38.7
Humanities	18.3	Social sciences	12.4
Social sciences	12.0	Humanities	12.2
Category	Average		Average
Age (in years)	56.4		57.9
Years in present job	5.6		7.3
Years in prior position	5.0		6.4
Years as full-time faculty	8.6		7.6

FIGURE 3-C

Presidents by Sex and Marital Status, by Percentage: 1998



CHAPTER IV

Profile of Minority Presidents: 1998, with Comparison to 1986

Minority presidents represented a larger share of presidents in 1998 than they did in 1986. In 1986, minorities accounted for 8 percent of college presidents. By 1998, this figure had risen to 11 percent–an increase of 40 percent. In 1998, 6 percent of all presidents were African American, representing more than half of all minority presidents. Another 3 percent were Hispanic, and 1 percent each were Asian American and Native American (Table 4.1).

Minority presidents continued to be underrepresented relative to the higher education workforce, where minorities accounted for 14 percent of faculty and senior staff in 1995.[6] Until colleges and universities improve the pipeline of minority faculty and senior staff, progress in recruiting minority presidents will continue to be slow.

Minority presidents were most highly represented at public master's and baccalaureate institutions, where they led 25 percent or more of institutions in those categories (Figure 4-A). They were least well represented at private master's institutions; in that sector, minorities made up just 2 percent of presidents. As a result, minority presidents were more likely than Caucasian presidents to lead larger institutions (Table 4.2). Almost half of African American presidents and more than half of Hispanic presidents led institutions with headcount enrollments greater than 5,000, compared with less

TABLE 4.1

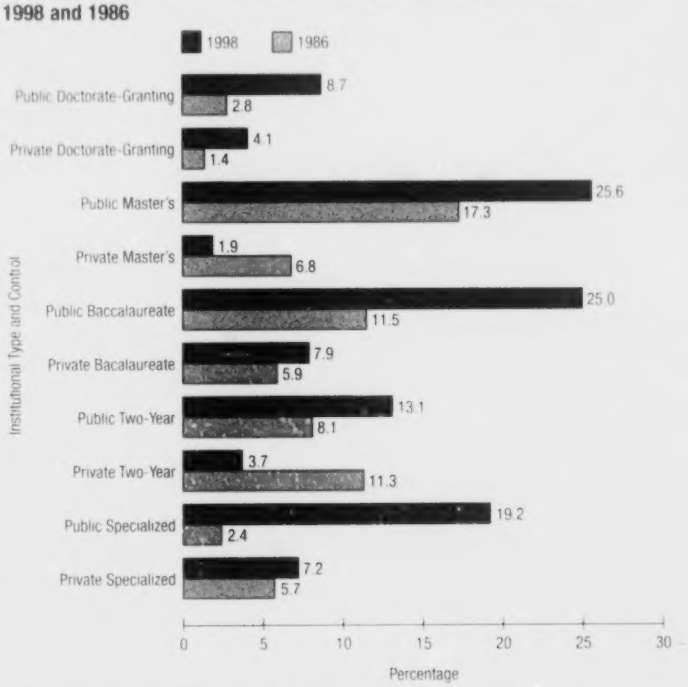
Percentage of Presidents by Race/Ethnicity: Selected Years, 1986 to 1998

Race/Ethnicity	1986 Percent	1990 Percent	1995 Percent	1998 Percent
African American	5.0	5.5	5.9	6.3
Asian American	0.4	0.4	0.8	0.9
Caucasian	91.9	90.4	89.3	88.7
Hispanic	2.2	2.6	2.9	3.2
Native American	0.5	0.8	0.8	0.9
Total Minority	**8.1**	**9.6**	**10.7**	**11.3**
Total*	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding.

FIGURE 4-A

Percentage of Minority Presidents by Institutional Type and Control: 1998 and 1986



than 30 percent of Caucasian presidents. This may be because Hispanic presidents were more likely to lead public institutions, which tend to enroll more students than private colleges and universities (Table 4.2).

TABLE 4.2

Presidents by Race/Ethnicity and Institutional Enrollment, by Percent: 1998

Fall Enrollment	African American	Caucasian	Hispanic
Less than 2,000	28.1	42.4	20.3
2,001-5,000	22.6	28.3	27.5
5,001-10,000	30.8	14.3	29.0
More than 10,000	18.5	15.0	23.2
Total	**100.0**	**100.0**	**100.0**

The proportion of ethnic or racial minority presidents of public baccalaureate, public specialized institutions, and private doctorate-granting institutions more than doubled from 1986 to 1998, although minority presidents' total representation at private doctorate-granting institutions was still below 5 percent. Minority presidents also now represent less than 2 percent of all presidents of private master's institutions and less than 4 percent of all presidents of private two-year institutions; both figures represent decreases from 1986.

Minority presidents did not differ significantly in age or marital status from their Caucasian counterparts. The average ages of African American, Cau-

TABLE 4.3

Presidents' Characteristics by Race/Ethnicity: 1998

Category	African American Percent		Caucasian Percent		Hispanic Percent
Women	25.7		18.8		24.3
Currently married	78.9		84.1		81.9
Had doctoral degree	86.4		80.2		80.3
Three most common prior positions:					
President/CEO	38.1	President/CEO	27.6	President/CEO	22.0
Senior executive	26.2	Senior executive	25.1	Senior executive	18.0
Chief academic officer	13.1	Chief academic officer	16.5	Chief academic officer	18.0
Had tenure as faculty member in current position	39.0		30.1		54.1
Had tenure as faculty member in immediate prior position	43.4		35.5		55.4
Had spent time outside job market for personal/family reasons	3.6		7.1		12.0
Presidents' top three fields of study:					
Education	51.1	Education	39.3	Education	47.1
Social sciences	11.2	Humanities	14.3	Social sciences	14.3
Physical/natural sciences	9.1	Social sciences	12.4	Humanities	7.1
Category	**Average**		**Average**		**Average**
Age (in years)	57.8		57.6		56.9
Years in present job	5.5		7.1		5.6
Years in prior position	5.1		6.3		5.3
Years as full-time faculty	6.8		7.8		8.7

casian, and Hispanic presidents were within a year of one another.

The spouses of African American and Hispanic presidents were more likely than those of Caucasian presidents to have paid employment. Two-thirds of the spouses of both African American and Hispanic presidents worked, compared with 52 percent of the spouses of Caucasian presidents (Appendix A).

While education was the most common field in which both minority presidents and non-minority presidents earned their highest degree, African American and Hispanic presidents were more likely to have their degrees in that field (51 percent and 47 percent, respectively, compared with 39 percent of Caucasian presidents). Caucasian presidents had been in office somewhat longer than their minority counterparts, and had spent at least one year more in their prior position than had African American or Hispanic presidents (Table 4.3).

Several differences between minority and non-minority presidents are worthy of note. For example, minority presidents were more likely than Caucasian presidents to be women. Approximately one in four African American (26 percent) and Hispanic (24 percent) presidents were women, compared with 19 percent of Caucasian presidents (Table 4.4).

Hispanic and non-Hispanic presidents differed in the type of position held. More than one in five Hispanic presidents (21 percent) headed a multi-campus institution or system, compared with 12 percent of Caucasian presidents and less than 8 percent of African American presidents (Figure 4-B).

Finally, minority presidents–Hispanics in particular–were more likely than Caucasian presidents to hold a tenured position as a faculty member both in their current and prior positions. This may be related to the fact that minority presidents were more likely to serve at public institutions, where faculty tenure for administrators is more common than at private institutions.

6 Calculated from National Center for Education Statistics, *Digest of Education Statistics*. Washington, DC: U.S. Department of Education, May 1999, p. 251.

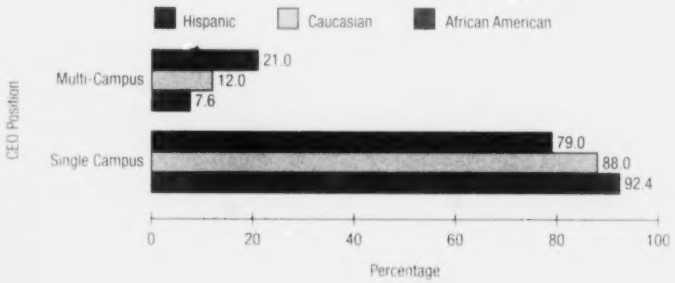
TABLE 4.4

African American, Caucasian, and Hispanic Presidents by Sex: 1998 and 1986

	1998		1986	
Category	Number	Percent	Number	Percent
African American				
Women	38	25.7	9	7.4
Men	110	74.3	113	92.6
Total	**148**	**100.0**	**122**	**100.0**
Caucasian				
Women	391	18.8	210	9.3
Men	1,686	81.2	2,053	90.7
Total	**2,077**	**100.0**	**2,263**	**100.0**
Hispanic				
Women	18	24.3	12	21.8
Men	56	75.7	43	78.2
Total	**74**	**100.0**	**55**	**100.0**

FIGURE 4-B

Presidents by CEO Position and Race/Ethnicity, by Percentage: 1998



CHAPTER V

College Presidents and the Institutions They Serve

Describing the average president conceals differences among higher education sectors. To some extent, college presidents–who serve diverse institutional types–represent the educational missions, values, and populations associated with these groups of institutions.

Presidents tended to come from the ranks of their own or similar institutions. Moreover, presidential characteristics differ between public and private institutions and among types of institutions. In 1998, women and minorities constituted a growing share of all presidencies (Appendices B, C, and D provide detailed data by institutional sector and control for 1998 and 1986).

Doctorate-Granting Institutions

Presidents of doctorate-granting universities are responsible for large and complex organizations. Doctorate-granting institutions include Research I and II and Doctorate I and II universities. As a group, they enroll more than 3.5 million students; their average institutional enrollment is a headcount of almost 17,000. Just under two-thirds of the doctorate-granting universities are public institutions.

Presidents of doctorate-granting institutions constituted 9 percent of survey respondents. The overall response rate for presidents of doctorate-granting institutions was 91.5 percent.

The characteristics of presidents in this sector changed somewhat between 1986 and 1998. For example, by 1998, 13 percent of the presidents were women (compared with 4 percent in 1986), and 7.5 percent were members of a racial or ethnic minority group (compared with 2 percent in 1986) (Table 5.1).

Presidents of doctorate-granting institutions in 1998 were more likely than those in office in 1986 to have been president/CEO in their immediate prior position. In 1998, 37 percent of the presidents had been a president or CEO in their previous job, compared with 30 percent in 1986. Only 25.2 percent of all presidents had served previously as a president.

Presidents in 1998 were less likely than those in 1986 to have been employed by the same institution in their prior position. In 1998, 21 percent of the presidents of doctorate-granting institutions had been employed by the same institution in their previous job, compared with 30 percent in 1986 (Appendix B).

Older, experienced chief executives were most likely to be hired to lead doctorate-granting institutions. Compared with their counterparts at other types of institutions, doctorate-granting university presidents were more likely to have both a degree in an academic discipline and substantial leadership experience in higher education. Presidents of doctorate-granting universities were most likely to already have served as president/CEO (37 percent). They also were

older than presidents in other sectors, with an average age of 60 years. In 1998, only 4 percent of the presidents in this sector were under 50 years of age, compared with 25 percent in 1986 (Appendix B).

Ninety-one percent of the presidents of doctorate-granting institutions had been full-time faculty members–a larger proportion than for presidents of other types of institutions.

Public doctorate-granting university presidents were most likely to have tenure as a faculty member while serving as president (88 percent). Sixty-nine percent of the presidents of private institutions in this sector held tenure as a faculty member.

The fields in which most presidents of doctorate-granting institutions held their highest degree differed from those of all presidents. Presidents of doctor-

TABLE 5.1

Doctorate-Granting Institution Presidential Characteristics: 1998

Category	Public Percent	Private Percent	Total Percent	1986 Percent
Women	15.2	9.5	13.2	3.8
Minority	8.7	4.1	7.5	2.4
Currently married	92.0	78.4	87.3	90.4
Trained as a religious professional	2.1	18.2	7.9	*
Had doctoral degree	83.8	77.0	82.2	81.9
Three most common prior positions of current presidents:				
President/CEO	36.8	President/CEO 38.4	President/CEO 37.3	President/CEO 29.6
Chief academic officer	27.9	Senior executive 19.2	Chief academic officer 22.5	Chief academic officer 22.0
Dean	14.0	Dean 17.8	Dean 15.3	Dean 17.2
Had tenure as a faculty member in current position	87.6	68.9	81.0	77.8
Had tenure as faculty member in immediate prior position	86.0	60.8	77.1	74.1
Presidents' top three fields of study:				
Social sciences	20.0	Social sciences 20.8	Social sciences 20.3	Social sciences 22.6
Humanities	14.1	Humanities 15.3	Humanities 14.5	Humanities 17.8
Law	11.1	Physical/natural sciences 12.5	Physical/natural sciences 11.6	Physical/natural sciences 13.9
Engineering	11.1			
Physical/natural sciences	11.1			
Category	Average	Average	Average	Average
Age (in years)	59.8	59.4	59.7	54.9
Years in present job	5.8	7.2	6.3	6.1
Years in prior position	6.2	5.6	6.0	5.0
Years as full-time faculty	16.3	13.9	15.5	9.4

*Question was not asked in 1986.

ate-granting institutions were more likely to hold degrees in the social sciences (20 percent); only 8 percent had their highest degree in education, compared with 40 percent of all presidents (Figure 5-A).

Presidents of public doctorate-granting institutions were more likely, than those of private doctorate-granting institutions to be a member of a racial or ethnic minority. Nine percent of the presidents of public doctorate-granting institutions identified themselves as an ethnic or racial minority, compared with 4 percent of presidents of private doctorate-granting institutions.

Women were more likely to be president of a public doctorate-granting university than of a private one. Women were presidents of 15 percent of public doctorate-granting universities and 9.5 percent of private doctorate-granting universities (Figure 5-B).

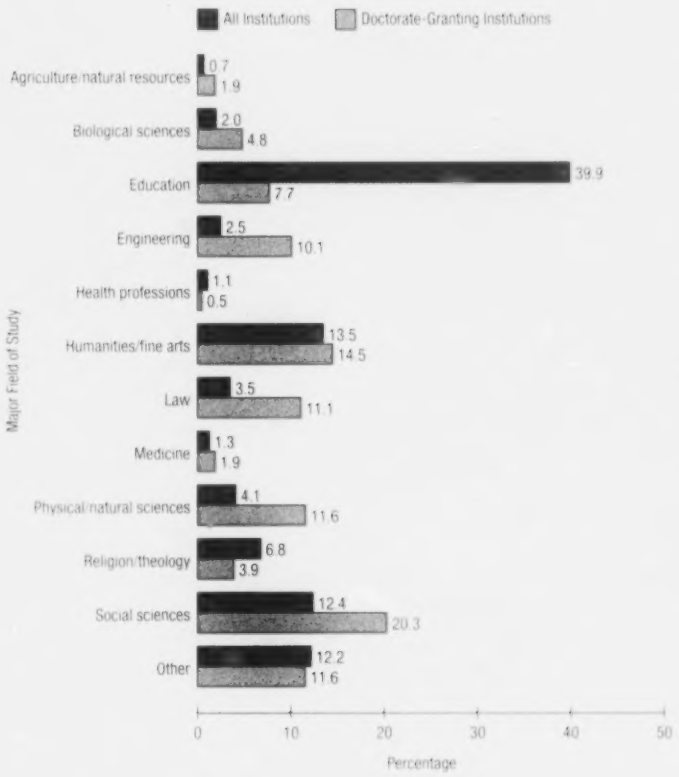
Seventy-eight percent of the presidents of private doctorate-granting universities were married. They were less likely than presidents of public doctorate-granting institutions to be currently married, and they also were more likely than all presidents never to have been married (19 percent). Ninety-two percent of the presidents of public doctorate-granting universities were currently married, and 100 percent had been married at some time.

This difference may be explained in part by the presence in the private sector of college presidents whose religious vows may preclude them from marrying. Eighteen percent of presidents of private doctorate-granting institutions had been trained as religious professionals, compared to none of the presidents in the public sector.

Finally, presidents of private doctorate-granting institutions had been in their positions longer than their public counterparts. Almost one-third of the private doctorate-granting university presidents had been in their current positions for more than 10 years, compared with 13 percent of public doctorate-granting university presidents.

FIGURE 5-A

Percentage of Presidents by Major Field of Study of Highest Degree Earned—All Institutions and Doctorate-Granting Institutions: 1998

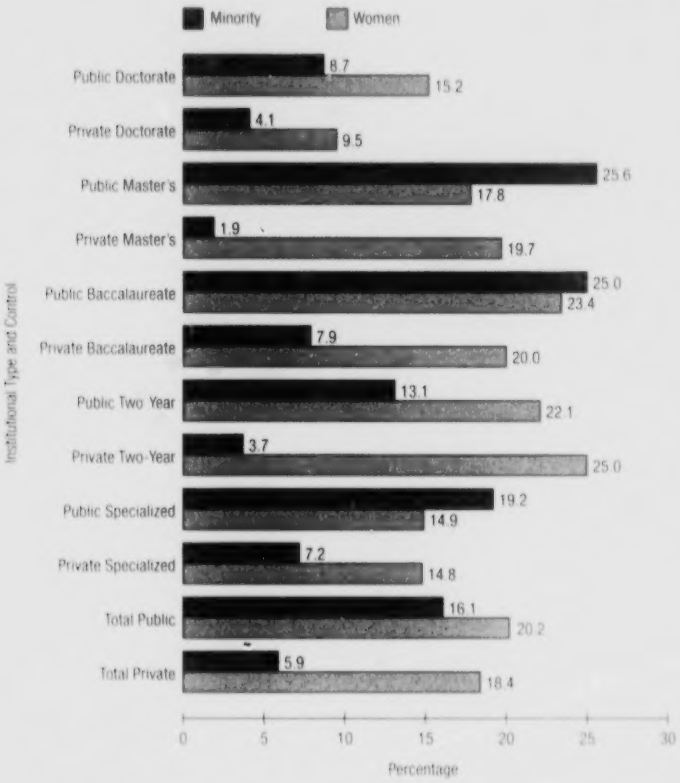


Master's Institutions

Master's (comprehensive) institutions are quite evenly divided between the public and private sectors. Almost 1.8 million students are enrolled at these institutions, the average enrollment of which is more than 6,000 headcount. Master's institutions in the private sector are likely to have a religious affilia-

FIGURE 5-B

Minority and Women Presidents by Institutional Type and Control, by Percentage: 1998



tion and to have smaller enrollments than public institutions.

Presidents of master's institutions represented 19 percent of all respondents. The overall response rate from presidents of master's institutions was 86 percent.

Some background characteristics of presidents of master's institutions changed from 1986 to 1998. By 1998, 19 percent of the presidents in this sector were women, compared with 10 percent in 1986. Also, the proportion of minority presidents increased by 2 percentage points, from 13 to 15 percent (Table 5.2).

Presidents in this sector in 1998 were older, with fewer than 8 percent under the age of 50, compared with 39 percent under 50 in 1986; 32 percent in 1998 were over 60 years of age, compared with 17 percent in 1986. Consistent with this trend is the fact that 26 percent of master's institution presidents in 1998 had previously held a president/CEO position, compared with 19 percent in 1986.

Presidents of public and private master's institutions differed on several measures. This is partly due to the large proportion of private colleges with religious affiliations. Forty percent of presidents at private master's institutions were trained as religious professionals, compared with only 4 percent of presidents at public master's colleges. This may help explain why only 68 percent of presidents at private master's colleges were married, compared with 91 percent of those at public institutions. Only 2 percent of public master's university presidents had never been married, compared to 30 percent of presidents of private master's institutions.

Presidents of public master's institutions were more than twice as likely as presidents of private institutions to be tenured as faculty members while serving as president. Nearly two-thirds (63 percent) of the presidents of public institutions held tenure as faculty members compared with 27 percent of those at private institutions. Only 2 percent of the presidents of private master's institutions identified themselves as a minority. This was the lowest proportion of minority presidents of any sector. More than one-quarter of the presidents of public master's institutions were minorities-the highest proportion of any sector.

Women held approximately equal proportions of presidencies at public and private master's institutions. Eighteen percent of the presidents of public institu-

tions were women, as were 20 percent of those of private institutions (Figure 5-B).

Baccalaureate Institutions

Baccalaureate institutions nationally enroll just under 900,000 students, with an average enrollment of 1,800 headcount.

Presidents of institutions in this sector constituted 21 percent of respondents; their response rate was 80 percent. Less than 10 percent of baccalaureate colleges are public, so the following results primarily reflect the characteristics of presidents of private colleges.

In the 1986 survey, the proportion of women presidents in this sector was relatively high, and the number continues to increase. The proportion of women presidents increased from 16 percent in 1986 to 20 percent in 1998.

The percentage of minority presidents who led baccalaureate colleges was greater than that of minority presidents who led doctorate-granting universities but less than that at master's institutions. The proportion of minority presidents in the baccalaureate sector

TABLE 5.2

Master's Institution Presidential Characteristics: 1998

Category	Public Percent		Private Percent		Total Percent		1986 Percent
Women	17.8		19.7		18.7		10.0
Minority	25.6		1.9		14.7		12.8
Currently married	90.9		68.1		80.4		82.2
Trained as a religious professional	3.6		39.6		20.3		*
Had doctoral degree	92.5		83.1		88.1		87.0
Three most common prior positions of current presidents:							
Chief academic officer	30.1	Senior executive	29.9	President/CEO	25.9	Chief academic officer	25.8
President/CEO	27.5	President/CEO	24.0	Senior executive	25.9	Senior executive	20.3
Senior executive	22.5	Chief academic officer	13.7	Chief academic officer	22.5	President/CEO	19.3
Had tenure as a faculty member in current position	62.7		27.2		46.3		45.5
Had tenure as faculty member in immediate prior position	65.1		33.5		50.3		51.0
Presidents' top three fields of study:							
Education	27.5	Education	29.0	Education	28.2	Education	33.9
Social sciences	22.7	Humanities	19.0	Social sciences	20.6	Humanities	22.2
Humanities	14.2	Social sciences	18.0	Humanities	16.4	Social sciences	17.2
Category	Average		Average		Average		Average
Age (in years)	58.4		57.6		58.0		53.1
Years in present job	6.3		7.7		7.0		6.5
Years in prior position	5.7		5.6		5.7		5.2
Years as full-time faculty member	9.6		7.4		8.6		6.8

*Question was not asked in 1986.

increased from 6 percent in 1986 to 10 percent in 1998 (Table 5.3).

Following the trend seen in other sectors, presidents in 1998 were older than their counterparts in 1986. In 1998, 11 percent of baccalaureate college presidents were under 51 years of age, compared with 41 percent in 1986.

The trend of more presidents having previous CEO experience is demonstrated among presidents of baccalaureate colleges. Twenty-two percent of presidents in 1998 had been a president in their immediate prior position, compared with 13 percent of presidents in 1986 (Table 5.3).

Public baccalaureate institutions had large percentages of both women and minority presidents compared to other sectors. They had the second highest representation of women presidents (23 percent). One-quarter of the presidents of public baccalaureate institutions were minority, which puts the sector at the top of this measure (Figure 5-B).

Like presidents of other types of institutions, most presidents of baccalaureate colleges were married. Ninety-eight

TABLE 5.3

Baccalaureate Institution Presidential Characteristics: 1998

Category	Public Percent		Private Percent		Total Percent		1986 Percent
Women	23.4		20.0		20.4		16.1
Minority	25.0		7.9		10.1		6.4
Currently married	88.9		82.0		80.4		82.2
Trained as a religious professional	0.0		27.2		23.8		*
Had doctoral degree	91.9		84.2		82.9		79.0
Three most common prior positions of current presidents:							
Chief academic officer	30.6	Senior executive	25.2	Senior executive	23.6	Chief academic officer	19.4
President/CEO	22.6	President/CEO	22.4	President/CEO	22.4	Senior executive	19.2
Senior executive	12.9	Chief academic officer	18.4	Chief academic officer	19.9	Dean	17.0
Had tenure as faculty member in current position	45.2		26.4		28.7		25.0
Had tenure as faculty member in immediate prior position	60.7		35.3		38.5		37.3
Presidents' top three fields of study:							
Education	31.5	Education	29.9	Education	30.9	Education	28.0
Physical/natural sciences	20.5	Humanities	21.9	Humanities	21.2	Humanities	26.3
Humanities	13.7	Social sciences	15.5	Social sciences	15.5	Religion/theology	15.0
Category	Average		Average		Average		Average
Age (in years)	58.8		57.6		57.7		52.0
Years in present job	6.8		7.0		7.0		6.2
Years in prior position	5.4		6.4		6.3		5.9
Years as full-time faculty member	8.0		8.0		8.0		6.5

*Question was not asked in 1986.

percent of the presidents of public institutions were married or had been married at some time, compared with 88 percent of presidents of private baccalaureate institutions. Again, the difference may be explained in part by the presence in the private sector of presidents whose religious vows may preclude them from marrying. Twenty-seven percent of private baccalaureate institution presidents reported being formally trained as religious professionals, compared with none of the presidents of public institutions.

As at public colleges and universities in general, presidents of public baccalaureate institutions were more likely to hold tenure as faculty members in both their current and prior positions than were presidents of private baccalaureate colleges.

More public and private baccalaureate college presidents received their highest earned degree in education than in any other field. Presidents with humanities degrees were the second most common.

Two-Year Institutions

Nationally, two-year colleges enroll more than 4.2 million headcount students; two-year colleges' average institutional enrollment is more than 5,000 students. The survey response rate of two-year institution presidents was 76 percent.

Because of the large number of public two-year institutions, data on their presidents dominate the statistics that describe two-year college presidents. They account for 60 percent of all public college and university presidents in this survey and more than one-third of all presidents. In contrast, private two-year colleges constitute a small and diverse sector that includes institutions with academic and vocational missions.

Perhaps the most striking change in this sector since 1986 has been the increase in the number of women presidents. In 1986, 6 percent of public two-year college presidents were women (Figure 3-A). By 1998, the proportion had increased to 22 percent (Table 5.4).

The proportion of minority presidents in the two-year public sector increased from 8 percent to 13 percent between 1986 and 1998 (Figure 4-A; Table 5.4). Considering the size of this sector, the increases in the numbers of women and minority presidents significantly affected the national "portrait" of the American college president in 1998.

Twenty-five percent fewer two-year college presidents held tenure as faculty members in 1998 than did in 1986. Only 15.5 percent of two-year presidents held faculty tenure in 1998, compared to 20 percent in 1986.

This shift is consistent with the decrease from 1986 to 1998 in the proportion of public two-year presidents who had been full-time faculty. In 1986, only 19 percent had not had full-time faculty experience, compared with more than one-third in 1998. Among private two-year institutions, the proportion of presidents with full-time faculty experience was even lower.

Two-year college presidents in 1998 were more likely than those in 1986 to have a Ph.D. The proportion of public two-year institution presidents with a Ph.D. degree increased from 39 percent in 1986 to 46 percent in 1998, while the proportion with master's degrees decreased from 15 percent to 10 percent during the same period. The proportion of two-year college presidents with an Ed.D. degree remained at 43 percent.

Specialized Institutions

Specialized institutions are difficult to analyze as a group because they represent diverse missions. Examples of the institutions included in this category are mili-

tary academies, medical/dental colleges, seminaries and religious institutions, professional schools, other graduate schools, and tribally controlled colleges and universities. These institutions serve a total of approximately 300,000 students, with an average institutional enrollment of less than 1,000 headcount students.

Because specialized institutions may select presidents on the basis of reasons related to their institutional missions, it is difficult to interpret the averages. For example, the most typical training for presidents of public specialized institutions was medicine. Yet presidents of private specialized institutions were most likely to have been trained in religion or theology.

A significant proportion of the presidents–9 percent of those of public institutions and 20 percent of those of private institutions–reported working outside higher education immediately prior to their current presidency (Appendix C). These proportions were higher than those in every other sector.

Data describing presidents of specialized institutions are included in the

TABLE 5.4

Two-Year Institution Presidential Characteristics: 1998

Category	Public Percent		Private Percent		Total Percent		1986 Percent
Women	22.1		25.0		22.4		7.9
Minority	13.1		3.7		12.3		8.6
Currently married	86.6		69.2		84.6		89.5
Trained as a religious professional	4.0		41.9		6.5		*
Had doctoral degree	88.6		69.2		85.1		78.4
Three most common prior positions of current presidents:							
President/CEO	27.6	Senior executive	32.9	President/CEO	26.0	Chief academic officer	25.9
Chief academic officer	24.3	Outside higher education	15.2	Senior executive	25.0	Senior executive	19.3
Senior executive	24.0	President/CEO & Dean	13.9	Chief academic officer	22.8	President/CEO	17.6
Had tenure as a faculty member in current position	15.5		12.4		15.1		20.3
Had tenure as faculty member in immediate prior position	20.4		16.3		19.9		26.0
Presidents' top three fields of study:							
Education	72.4	Education	50.6	Education	69.9	Education	73.2
Social sciences	5.7	Humanities	9.1	Humanities	5.8	Humanities	8.7
Humanities	5.5	Religion/theology	7.8	Social sciences	5.6	Social sciences	6.4
Category	Average		Average		Average		Average
Age (in years)	56.9		55.8		56.8		51.4
Years in present job	7.3		7.0		7.3		6.7
Years in prior position	6.0		6.5		6.0		5.4
Years as full-time faculty member	5.0		5.5		5.1		5.5

*Question was not asked in 1986.

appendices. But because of the unique characteristics of specialized institutions and the relatively low response rate of presidents of such institutions, comparisons are not made with the overall survey population.

Special Designation Minority Institutions and Women's Colleges

Three types of postsecondary institutions have special recognition in federal law: historically black colleges and universities (HBCUs), Hispanic-serving institutions (HSIs), and tribally controlled colleges and universities. Women's colleges also continue to play an important role in higher education, though they are not specially recognized in federal law.

The presidents of these colleges have unique leadership roles for the communities they serve (Appendix E). (Data on presidents of tribally controlled colleges and universities were too sparse to report given the promise of respondent confidentiality.)

Despite the special missions of these institutions, presidents who were not African American led 7 percent of the HBCUs, and two-thirds of the HSIs were led by non-Hispanic presidents. Eighteen percent of the women's colleges had a man as president in 1998.

Two characteristics differentiated the presidents of these institutions from all presidents: First, presidents of HBCUs tended to be older than presidents in other sectors, with 11 percent being 71 years of age or older. Second, presidents both of HBCUs and of HSIs were more likely to have been employed by the same institution immediately prior to becoming president than were all presidents. Thirty-one percent of HBCU presidents had their previous jobs at the same institutions, as did 35 percent of HSI presidents; these figures compare to 27 percent of all presidents.

Nearly all (97 percent) of the presidents of women's colleges were Caucasian. They differed from all presidents in that one-third—a higher percentage than for presidents overall—had never been married. Further, only half the presidents of women's colleges were currently married. Most presidents' spouses (81 percent) had paid employment.

The academic backgrounds of women's college presidents differed from that of the average president. Women's college presidents were more likely to have Ph.D. degrees than were all presidents, and one-third had degrees in the humanities. Presidents both of women's colleges and of HBCUs were almost twice as likely as all presidents to have law degrees (7 percent and 8 percent, respectively, compared with 3.5 percent of all presidents).

CHAPTER VI

Duties and Responsibilities of the College President

The National Presidents' Study solicited information on presidents' duties for the first time in the 1998 survey. The results describe the similarities and differences in how presidents use their time, depending on whether they led public or private institutions and which type of institution they led.

Primary Use of Time

Presidents were asked to identify the four areas that occupied the most significant amount of their time. Of the eleven possible choices provided on the survey, four were selected by at least 50 percent of presidents.

The most frequently identified presidential duty was planning, which was

TABLE 6.1

Presidents' Primary Uses of Time, All Institutional Types: 1998

Rank	Duty	Percent*
1	Planning	73
2	Fund raising	61
3	Personnel issues	52
4	Budget	50
5	Community relations	44
6	Academic programs	30
7	Preparing for and attending board meetings	29
8	Meeting with legislators and politicians	14
9	Student issues	11
10	Other	7.5
11	Athletics	2.5

*Presidents were asked to name their top four primary uses of time, so percent total is greater than 100.

FIGURE 6-A

Presidents' Primary Uses of Time at Public and Private Institutions: 1998

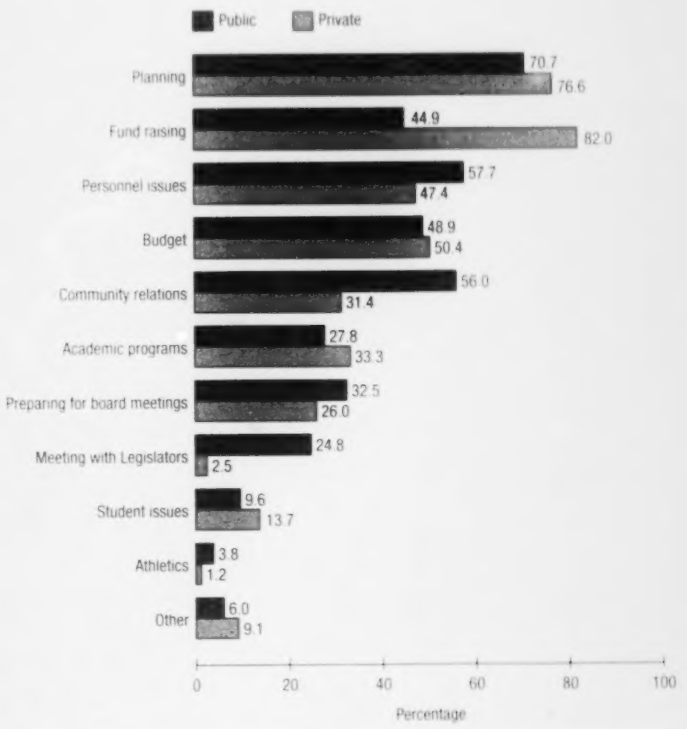


TABLE 6.2

Presidents' Top Three Uses of Time, by Institutional Type and Control: 1998

Institutional Type	1st Rank	1st Percent	2nd Rank	2nd Percent	3rd Rank	3rd Percent
Public Doctorate–Granting	Fund raising	78	Planning	69	Budget	49
Private Doctorate–Granting	Fund raising	89	Planning	73	Budget	43
Public Master's	Planning	64	Fund raising	62	Community Relations	54
Private Master's	Fund raising	93	Planning	78	Community Relations	50
Public Baccalaureate	Fund raising	64	Planning	55	Personnel Issues	52
Private Baccalaureate	Fund raising	89	Planning	77	Budget	52
Public Two-Year	Planning	74	Personnel issues	66	Community Relations	62
Private Two-Year	Planning	72	Fund raising	64	Budget	59
Public Specialized	Planning	88	Personnel issues	64	Fund raising	56
Private Specialized	Planning	77	Fund raising	67	Budget	52

TABLE 6.3

Two Most Common Other Duties Cited by Presidents, by Institutional Type and Control: 1998

Institutional Type	1st Rank	1st Percent	2nd Rank	2nd Percent
Public Doctorate–Granting	Speak at national/ international meetings	81	Guest lecture	76
Private Doctorate–Granting	Speak at national/ international meetings	79	Write for media publication	59
Public Master's	Speak at national/ international meetings	65	Guest lecture	60
Private Master's	Guest lecture	59	Write for media publication	54
Public Baccalaureate	Guest lecture	48	Speak at national/ international meetings	43
Private Baccalaureate	Guest lecture	57	Speak at national/ international meetings	57
Public Two-Year	Speak at national/ international meetings	49	Guest lecture	49
Private Two-Year	Guest lecture	44	Speak at national/ international meetings	31
Public Specialized	Guest lecture	84	Speak at national/ international meetings	76
Private Specialized	Speak at national/ international meetings	61	Guest lecture	55

listed by 73 percent of the presidents. Fund raising was ranked second (61 percent), followed by personnel issues (52 percent), and budget issues (50 percent) (Table 6.1). Differences between public and private sector presidents were seen in the areas of fund raising, community relations, and meeting with legislators (Figure 6-A).

Presidents of every type of institution and sector identified planning as one of the two most time-consuming duties (Table 6.2). Fund raising was the other, except for presidents of public two-year and specialized institutions. Budget was the third most frequently identified duty for presidents of the doctorate-granting institutions and other private institutions (except master's institutions). Community relations rounded out the list of important responsibilities for presidents of master's institutions and public two-year colleges, while personnel issues were identified more frequently by presidents of public baccalaureate and specialized institutions.

It is noteworthy that so many presidents of public institutions (other than two-year institutions) listed fund raising as one of their most time-consuming duties. In fact, there was little difference between the primary responsibilities of public and private institutions' presidents.

Public college presidents' attention to fund raising may be explained by the fact that state subsidies are a declining proportion of public institutional funding in many states. Presidents of public institutions increasingly are expected to generate private giving to create the fiscal margin necessary for institutional improvement and innovation.

Presidents of public doctorate-granting institutions were less likely to list preparation for board meetings as requiring a significant portion of their time but were more likely than other presidents to include athletics and meeting with legislators/political leaders. Eleven percent of the presidents of public baccalaureate institutions listed athletics as a high use of their time. This suggests that they spend more time than other presidents do on this institutional activity, even though their colleges typically are not associated with major athletic programs.

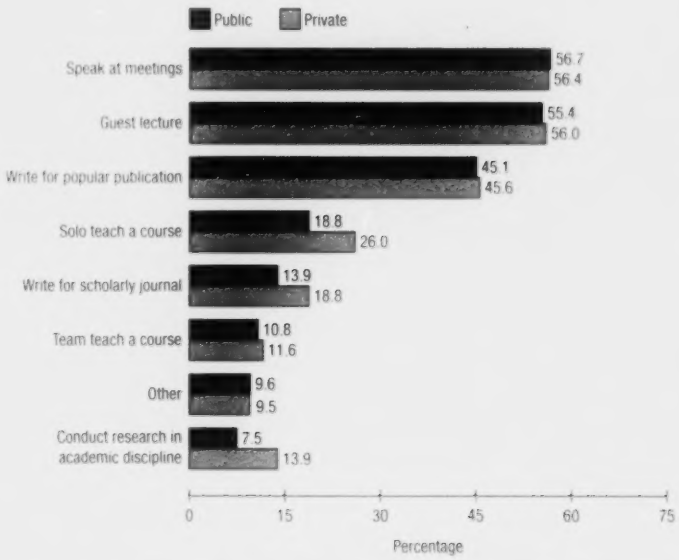
Other Duties

Presidents engage in a number of activities beyond the immediate duties of the presidential office (Table 6.3). Some remain active in the classroom, while others pursue opportunities to write or to conduct research in their academic field.

More than half of all presidents indicated that they spoke at national or international meetings or were guest lecturers. Approximately 45 percent of the presidents wrote for popular publications.

FIGURE 6-B

Presidents' Other Activities at Public and Private Institutions: 1998



More than 80 percent of the presidents of doctorate-granting and specialized public institutions (which include professional schools) gave outside speeches, which made them most likely to report outside speaking responsibilities.

Some presidents were directly involved with teaching. On average, almost one-fifth of presidents of public institutions and more than one-quarter (26 percent) of those of private institutions taught a course by themselves. In addition, more than 10 percent of the presidents taught a class as part of a team (Figure 6-B).

Nearly 69 percent of the presidents of doctorate-granting institutions served on corporate boards, compared to 38 percent of all presidents (Appendices B and C).

Additional Training Desired

Presidents were asked to indicate areas of additional training/experience that might have been beneficial prior to assuming their positions. Few presidents indicated a desire to have had experience outside higher education (4 percent). And few presidents felt they needed more training or experience in administration (6 percent) or better negotiating skills (12 percent).

Even though 30 percent of the presidents had not been full-time faculty members, only 9 percent would have liked additional experience as faculty members.

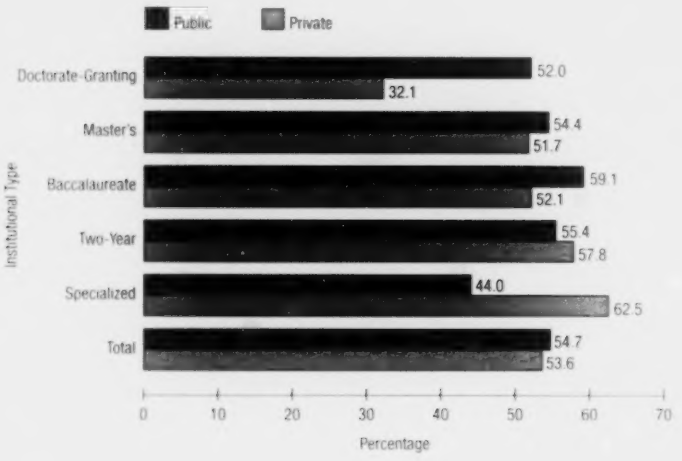
Except for presidents of private doctorate-granting institutions, presidents both of public and of private institutions most frequently identified the need for training or experience in fund raising. More than 50 percent of presidents of most types of institutions indicated a desire to have had more experience in this area (Figure 6-C).

Presidents of public institutions were more likely than those of private colleges and universities to specify that they would have liked more training in collective bargaining and working with policy makers and legislators. This reflects the fact that presidents in the public sector must deal more directly than presidents in the private sector with these issues.

Several additional distinctions among presidents are worthy of note (Appendix C). Nearly half (48 percent) of the presidents of private colleges and universities expressed a desire for prior training in financial management, compared to one-third of the presidents of public institutions. Presidents of private institutions wanted more training in strategic planning than did public college presidents (42 percent and 27 percent, respectively).

FIGURE 6-C

Presidents Who Expressed a Desire for Additional Training in Fund Raising, by Institutional Type and Control: 1998



Travel

Travel was almost a universal responsibility, with virtually 100 percent of presidents of most types of institutions indicating that they traveled on college business. The amount of time presidents

spent on travel and the distance they traveled varied among the sectors.

Travel was categorized as within state, out of state, and international. Public college presidents who traveled in state averaged 39 days per year, and presidents of private institutions averaged 35 days annually. Presidents of public doctorate-granting institutions traveled the most in state–53 days a year on average–followed by presidents of public master's institutions (47 days a year), and public baccalaureate presidents (44 days a year) (Figure 6-D). Presidents of public and private specialized and of private doctorate-granting institutions traveled in state the least–23, 25, and 26 days per year, respectively.

Presidents of private institutions were much more likely than public institution presidents to travel out of state. Private college and university presidents averaged 29 days per year, slightly less than their average in-state travel of 35 days, while their counterparts at public institutions averaged less than half of that–14 days per year (Figure 6-E).

Presidents of public doctorate-granting institutions spent the most time traveling in the United States, averaging 78 days–more than three months–during the year for in-state and out-of-state travel combined.

Presidents in all sectors traveled internationally occasionally, with public institution presidents averaging five days per year and presidents of private institutions averaging eight days of international travel per year. Again, presidents of doctorate-granting institutions undertook the most international travel, averaging 15 days and 12 days per year for public and private institution presidents, respectively (Appendix C).

FIGURE 6-D

Average Number of Days per Year Presidents Travel in State, by Institutional Type and Control: 1998

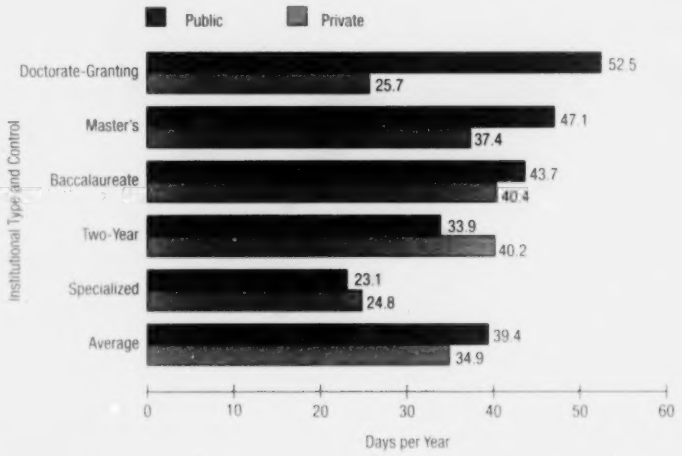
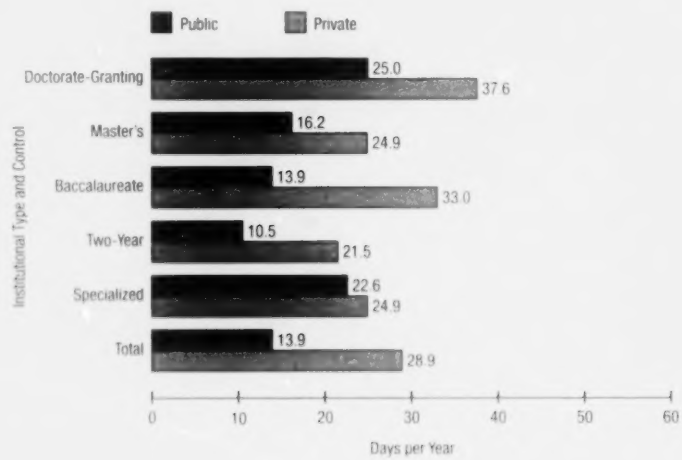


FIGURE 6-E

Average Number of Days per Year Presidents Travel out of State, by Institutional Type and Control: 1998



CHAPTER VII

Presidential Career Paths and Recently Hired Presidents

Although the career history of each college and university president was unique, some employment patterns were widespread.

Prior Positions

In 1998, one in four presidents had served as president immediately prior to his/her current position, while just 8 percent had held a position outside of higher education immediately prior to becoming president (Table 7.1).

Private doctorate-granting institutions were most likely to hire presidents whose immediate prior position was president/CEO (38 percent). Thirty-seven percent of presidents of public doctorate-granting institutions and 28 percent of public two-year and master's institutions had previously been president/CEO (Table 7.2).

TABLE 7.1

Title of Immediate Prior Position of Presidents, by Percent: 1998 and 1986

Prior Position	1998	1986
Higher Education (total)	**92.2**	**89.8**
President/CEO	25.2	17.3
Senior executive	22.8	18.4
Chief academic officer	20.0	22.5
Executive/administrative	7.6	*
Dean	11.8	15.6
Chair/faculty	4.8	*
Outside Higher Education (total)	**7.8**	**10.1**
K-12 administrator	2.3	0.0
Private business	3.2	2.0
Religious member or counselor**	4.8	3.3
Local/state/federal government	2.0	1.2
Military personnel	0.8	0.5
Other	0.9	3.1

*Data unavailable for 1986.

**Combined categories "Member of religious order" and "Religious counselor."

TABLE 7.2

Presidents' Most Recent Prior Position by Institutional Type: 1998 (Percentage of Presidents)

	Doctorate-granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Prior Position	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
President/CEO	36.8	38.4	27.5	24.0	22.6	22.4	27.6	13.9	12.8	14.5	27.8	21.3
Senior executive	11.8	19.2	22.5	29.9	12.9	25.2	24.0	32.9	19.1	16.9	21.5	24.3
Chief academic officer	27.9	12.3	30.1	13.7	30.6	18.4	24.3	11.4	12.8	11.2	25.8	14.8
Executive/administrative	2.9	1.4	6.4	4.9	11.3	8.0	7.2	7.6	14.9	11.2	7.1	7.7
Dean	14.0	17.8	8.1	7.4	11.3	10.6	12.1	13.9	27.7	16.1	12.1	12.0
Chair/faculty	4.4	5.5	3.0	9.3	3.2	5.9	1.3	5.1	4.3	10.0	2.2	7.5
Outside higher education	2.2	5.5	2.5	10.8	8.1	9.6	3.5	15.2	8.5	20.1	3.6	12.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Percentages may not sum to 100.0 because of rounding.

The private sector, overall, was more likely to hire presidents from outside higher education. In 1998, 13 percent of private college and university presidents came from outside higher education, compared with just 4 percent of all presidents in the public sector.

More than half of the presidents of each institutional type held positions in the same type of institution immediately prior to their current appointment. More than four out of five presidents (84 percent) of two-year institutions came either from the same or from the same

TABLE 7.3

Presidents' Current and Immediate Prior Places of Work by Institutional Type: 1998

	Current Place of Work									
	Doctorate-Granting		Master's		Baccalaureate		Two-Year		Specialized	
Prior Place of Work	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Same Doctoral University	32	21.5	0	0.0	0	0.0	0	0.0	0	0.0
Other Doctoral University	85	57.0	50	18.1	37	11.0	7	1.3	11	5.4
Same Master's College or University	0	0.0	75	27.2	0	0.0	0	0.0	0	0.0
Other Master's College or University	14	9.4	71	25.7	51	15.1	17	3.1	10	4.9
Same Baccalaureate College	0	0.0	0	0.0	73	21.7	0	0.0	0	0.0
Other Baccalaureate College	6	4.0	50	18.1	109	32.3	18	3.3	8	3.9
Same Two-Year College	0	0.0	0	0.0	0	0.0	140	25.9	0	0.0
Other Two-Year College	0	0.0	4	1.4	5	1.5	312	57.8	3	1.5
Same Specialized Institution	0	0.0	0	0.0	0	0.0	0	0.0	77	37.8
Other Specialized Institution	0	0.0	3	1.1	16	4.7	12	2.2	39	19.1
Other Place of Employment	12	8.1	23	8.3	46	13.6	34	6.3	56	27.5
Total*	**149**	**100.0**	**276**	**100.0**	**337**	**100.0**	**540**	**100.0**	**204**	**100.0**

*Percentages may not sum to 100.0 because of rounding.

TABLE 7.4

Number of Years in Current Presidency by Institutional Type: 1998 (Percentage of Presidents)

	Doctorate-Granting		Master's		Baccalaureate		Two-Year		Specialized		Total	
Number of Years	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Less than one year	2.1	0.0	1.8	2.1	2.4	1.3	1.1	0.0	0.0	2.9	1.4	1.7
1	13.5	9.4	9.8	10.5	19.1	9.0	13.4	9.8	25.0	10.5	13.3	9.7
2	15.6	5.7	10.4	8.4	2.4	12.0	9.0	13.7	12.5	12.6	9.8	11.1
3	11.5	9.4	12.2	7.0	14.3	10.3	12.0	9.9	12.5	9.9	12.1	9.5
4	9.4	15.1	9.8	7.0	11.9	9.3	9.6	11.8	4.2	8.8	9.6	9.3
5	6.3	7.6	11.0	7.0	4.8	9.7	7.3	11.8	12.5	8.8	8.0	8.9
6-10	29.2	26.4	31.1	28.7	26.2	26.7	21.0	25.5	20.8	22.2	24.3	25.9
11-15	7.3	18.9	8.5	17.5	4.8	12.3	15.7	7.8	8.3	12.9	12.5	13.6
16-20	2.1	7.5	2.4	9.8	9.5	5.3	6.1	3.9	0.0	8.2	4.9	7.0
21 or more	3.1	0.0	3.0	2.1	4.8	4.0	4.8	5.9	4.2	2.9	4.2	3.2
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	4.0	6.0	5.0	7.0	4.5	5.0	5.0	5.0	3.5	5.0	5.0	5.0
Mean	5.8	7.2	6.3	7.7	6.8	7.0	7.3	7.0	5.2	7.0	6.8	7.1

*Percentages may not sum to 100.0 because of rounding.

type of institution, as did 79 percent of the presidents of doctorate-granting institutions (Table 7.3). Specialized institutions were most likely to hire from within the institution (38 percent) but also were most likely to hire from outside higher education (18 percent). Doctorate-granting and baccalaureate institutions were least likely to hire from within the institution (21 percent and 22 percent, respectively).

Length of Presidential Service

Half of all presidents serving the public and private sectors in 1998 had done so for five years or less (Table 7.4). The average length of time spent in their current presidency was 6.8 years for presidents of public institutions and 7.1 years for presidents of private institutions. Presidents of private master's institutions had the highest average number of years of service–7.7 years–while presidents of specialized public institutions had the lowest average number of years of service–5.2 years.

On average, women presidents had served fewer years than men (5.6 and 7.3 years, respectively). Caucasian presidents had the highest average number of years of service in 1986 and the second highest in 1998 compared to presidents of other races/ethnicities (Table 7.5).

TABLE 7.5

Mean Number of Years of Service in Current Position: 1998 and 1986

Category	Public	Private	Total
1998			
Doctorate-granting	5.8	7.2	6.3
Master's	6.3	7.7	7.0
Baccalaureate	6.8	7.0	7.0
Two-year	7.3	7.0	7.3
Specialized	5.2	7.0	6.7
Men	7.4	7.2	7.3
Women	4.6	6.8	5.6
African American	5.1	6.6	5.5
Asian American	4.8	*	4.8
Caucasian	7.1	7.6	7.1
Hispanic/Latino	6.6	2.0	5.6
American Indian	*	*	8.3
Total	**6.8**	**7.1**	**6.9**
1986			
Doctorate-granting	5.1	8.2	6.1
Master's	5.7	7.6	6.5
Baccalaureate	5.1	6.3	6.2
Two-year	6.5	7.7	6.7
Specialized	4.6	5.3	5.2
Men	6.3	6.7	6.5
Women	2.6	6.2	4.9
African American	4.4	5.1	4.6
Asian American	*	*	5.1
Caucasian	6.3	6.7	6.5
Hispanic/Latino	2.4	4.6	3.3
American Indian	*	*	4.2
Total	**6.1**	**6.6**	**6.3**

* Too few cases to provide a valid mean.

New Appointees

New presidents were defined as those hired since January 1995. Thirty percent (710) of all presidents included in the study met this criterion. This group of new hires suggests ways in which the characteristics of college and university presidents might be changing. Between one-quarter and one-third of the presidents at most types of institutions were hired between 1995 and 1998[7] (Table 7.6).

Approximately 29 percent of newly hired presidents and 25 percent of the total group of presidents had held a presidency in their immediate prior position. Nearly one in ten new hires (9 percent) had been a president in their second prior position, compared to 25 percent of all presidents.

Doctorate-granting institutions continued to be the most likely to hire presidents with immediate prior presidential

experience. Thirty-nine percent of their new presidential hires were president/CEOs in their prior position, compared to 37 percent of all presidents in that sector (Appendix B, F).

The biggest increase in presidents with immediately previous CEO experience was at master's-level institutions. Thirty-nine percent of newly hired presidents of master's institutions were presidents in their immediate prior positions, compared to 26 percent of all presidents in the sector.

Three out of four newly hired and all presidents came to their jobs from other institutions. More than half of the presidents had spent fewer than five years in their prior positions.

Nearly half of the newly hired presidents had been finalists in other presidential searches, compared to 27 percent of all presidents. This suggests that job searches have become more competitive in recent years.

Most college and university presidents gained most of their professional experience in higher education. Only 6 percent of recently hired presidents and 8 percent of all presidents came to their position from outside higher education. About half of all presidents reported having spent some time working outside of higher education.

New presidents in the 1998 survey were older, on average, at the time of hire than new presidents in previous surveys. Newly hired presidents at doctorate-granting institutions were the oldest group, with an average age of 57.3 years. The average age of all new presidents was 55.1 years—two years older than the average age of newly hired presidents in 1995.[8]

One of the most noteworthy trends is the increased hiring of women presidents. Twenty-five percent of all newly hired presidents in 1998 were women, compared to 19 percent of all presidents. Women presidents were most highly represented at two-year institutions, where more than one-third of new hires were women. At all types of institutions except master's institutions, the proportion of women among new hires exceeds the total proportion of women college presidents (Figure 7-A).

This increase suggests that if current rates continue, women presidents will account for one-quarter of all college presidents within five to seven years. The rate of increase for minority presidents has been slower, so a similar change is not anticipated for this group.

Thirteen percent of recently hired

TABLE 7.6

New Presidents as a Proportion of All Respondents, by Institutional Type and Control: 1998

Category	New Presidents Number	Percentage of All Respondents
Public		
Doctorate-Granting	51	36.2
Master's	72	29.6
Baccalaureate	21	32.8
Two-year	227	30.3
Specialized	15	30.6
Total	**386**	**31.0**
Private		
Doctorate-Granting	21	28.0
Master's	50	23.7
Baccalaureate	126	28.9
Two-year	25	29.1
Specialized	98	34.4
Total	**320**	**29.3**
Total		
Doctorate-Granting	73	33.8
Master's	122	26.9
Baccalaureate	147	29.4
Two-year	251	30.0
Specialized	113	33.8
System Head	4	10.0
Total	**710**	**29.8**

presidents were minorities, compared with 11 percent of all presidents in the study. Newly hired presidents were more likely than all presidents to be a minority, and this was true at all institutional types. However, master's and two-year institutions were most likely to hire a new minority president. Doctorate-granting institutions were the least likely to hire a minority president. In 1998, 9 percent of the presidents were minority, compared to 7 percent of all presidents (Figure 7-B).

The survey counted 264 minority presidents in 1998. According to current hiring rates for minority candidates among newly hired presidents, minority representation among all presidents is unlikely to increase significantly–unless hiring practices are altered.

7 Twenty-one presidents who assumed their positions in early 1999 are also included in the data.

8 Ross, Marlene, and Green, Madeleine F. *The American College President: 1998 Edition*. Washington, DC: American Council on Education, 1998, p. 117.

FIGURE 7-A

Percentage of Newly Hired and All Presidents Who Were Women, by Institutional Type: 1998

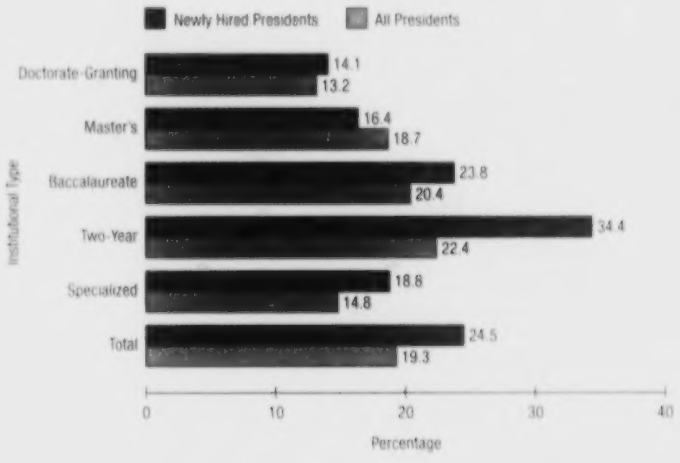
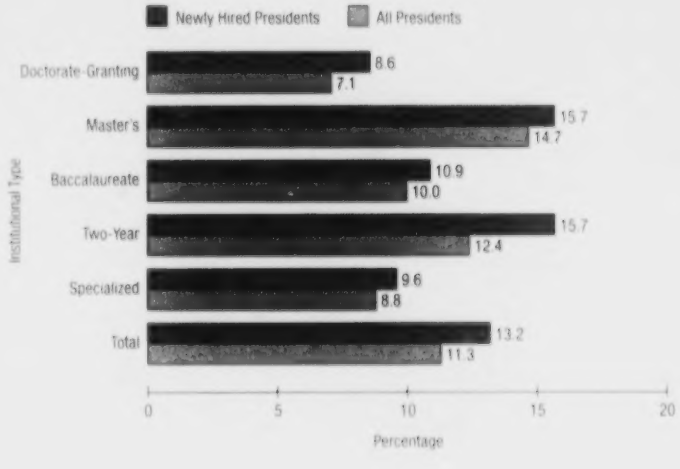


FIGURE 7-B

Percentage of Newly Hired and All Presidents Who Were Minorities, by Institutional Type: 1998



CHAPTER VIII

Selection Process

In 1998, the National Presidents' Study collected for the first time information on presidents' experiences in the selection process. This information provides important insight into the overall process of presidential hiring.

Characteristics of the Search Process

Fifty-nine percent of the presidents thought the search process was very organized, and 29 percent thought it was fairly organized. Only 1 percent of the presidents thought it was either fairly disorganized or very disorganized.

Most typically, search committees appeared to include different campus and community groups. In 86 percent of the cases, the search committee included governing board members. In 79 percent of the cases, faculty members were included; inclusion of administrators followed closely.

The composition of search committees differed according to institutional control. Generally, public sector search committees included more diverse groups of individuals than did private sector search committees. However, private institution search committees were more likely to include governing board members and alumni/ae than were those at public institutions. Public institution search committees were more likely than private ones to include foundation board members, administrators, professional staff, classified staff, students, and community members.

In addition to meeting with the search committee, 78 percent of the finalists met with groups outside the search committee. Public institution presidential candidates were more likely to have met with professional staff, classified staff, community members, and political officials than were those in private college and university presidential candidates.

On average, presidents reported having been involved in the search process for five months. The process took somewhat more time at public institutions (six months) and somewhat less time at private colleges (five months).

Candidates at private institutions were more likely than those at public institutions to indicate that their spouse was a factor in their selection. Sixty-two percent of the presidents of private institutions said that their spouses were a factor in their selection, compared to 45 percent of public sector institutions presidents.

Search Consultants

Search consultants and consultant firms were commonly involved in the search process. Overall, 41 percent of presidents were recruited with the assistance of a search consultant (Figure 8-A). Doctorate-granting institutions employed consultants more often than institutions in other sectors. Sixty percent of public doctorate-granting institutions used consultants, as did 58 percent of private doctorate-granting institutions. Of the

FIGURE 8-A

Percentage of Institutions that Used a Search Consultant, by Institutional Type and Control: 1998

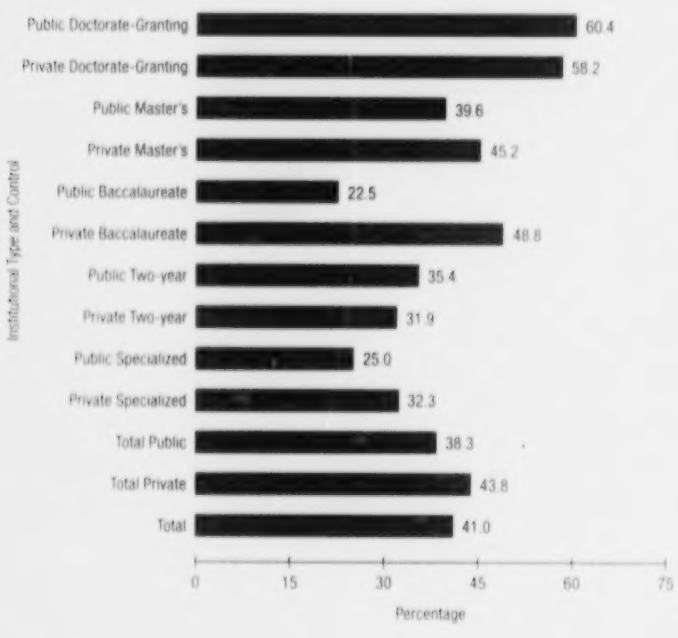


TABLE 8.1

Percentage of Presidential Searches that Used a Search Consultant: 1998

Year in which presidency began	Used a search consultant: Yes	No
1968–84	15.8	84.2
1985–89	28.6	71.4
1990–94	43.0	57.0
1995–98	49.5	50.5

TABLE 8.2

Percentage of Presidents that Received a Written Contract: 1998

Year in which presidency began	Received a written contract: Yes	No
1968–84	59.4	40.6
1985–89	70.9	29.1
1990–94	67.6	32.4
1995–98	71.2	28.8

remaining sectors, with the exception of public two-year institutions, private colleges were more than public institutions to use search consultants. Search consultants were used least by public baccalaureate and public specialized institutions.

The use of search consultants in presidential recruitment has increased steadily over time. Among presidents recruited prior to 1985, only 16 percent reported the use of a search consultant. Half of the most recently hired group of presidents (1995-98) who responded to this question reported the use of a search consultant in their hiring process (Table 8.1).

Confidentiality

Overall, 71 percent of the presidents had expected confidentiality during the search process. Presidents of private colleges were more likely than those of public institutions to indicate that they had expected the search process to be confidential.

In 39 percent of the cases, no candidates' identities were made public. In the majority of cases where candidacies were made public, only the finalists were announced. Ninety-three percent of presidents said that confidentiality had been maintained as long as expected.

Negotiations and Contracts

Nearly one-third of the presidents indicated that they had sought advice from someone outside of the institution prior to accepting the offer. Typically, the advice was from a colleague in higher education. Only 10 percent of the candidates talked to a lawyer, and 4 percent talked to a financial planner.

In 91 percent of the cases, the job was accepted as offered or with minor revisions. In 9 percent of the cases, however, the candidate negotiated major revisions.

Seventy percent of presidents had received a written contract when the job

was offered. Most typically (34 percent), the contract was for three years. Presidents who were recruited more than 15 years ago were less likely to report having been given a written contract (only 59 percent) (Table 8.2).

At least half the presidents reported the following conditions of employment: pension or retirement benefits, an automobile, life insurance, evaluation, relocation expenses, an entertainment budget, and paid membership in clubs and professional associations.

Presidents of private colleges and universities were more likely than presidents of public institutions to report some types of benefits. Using a standard of more than 15 percentage points difference, the four conditions of employment that were more typical of presidents in the private sector included: club/association memberships paid by the institution, a presidential residence, tuition assistance for the president's family, and spousal travel expenses (Figure 8-C).

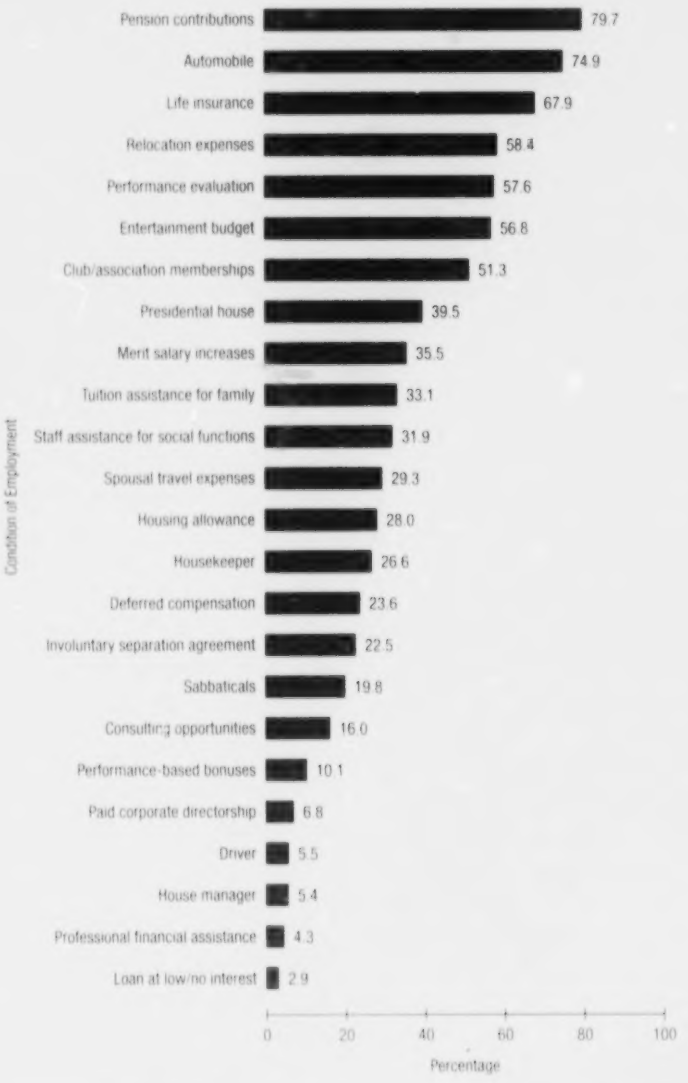
Institutional Knowledge

One in five presidents indicated that they had not received a realistic assessment of the institution's status during the search process, and nearly one-quarter said they had not received a full disclosure of the institution's finances.

Presidents of private institutions appeared to have had the most difficulty obtaining information about their institutions prior to accepting the job. Almost two in five (39 percent) presidents of two-year private institutions said they had not received a realistic assessment of the institution's status. More than 30 percent of presidents of private two-year, baccalaureate, and master's institutions did not have full financial information when they accepted the job (Appendix G).

FIGURE 8-B

Agreed-Upon Conditions of Presidents' Employment, by Percentage: 1998



Undisclosed Challenges and Unanswered Questions

The following analysis and summary was prepared by Margret Bower, Project Coordinator, Kellogg Forum on Higher Education Transformation.

This edition of the survey included for the first time an open-ended question designed to identify information that was not revealed to candidates during the search process. Seven-hundred thirty-six individuals answered this final question. Eighty-three percent of those who responded mentioned one specific issue that was not disclosed prior to their assuming the presidency, while 18 percent cited multiple issues which caused them difficulties when they assumed their positions. Several common themes ran through the responses to this question, regardless of the type of institution the respondent represented or the number of presidencies the respondent had held.

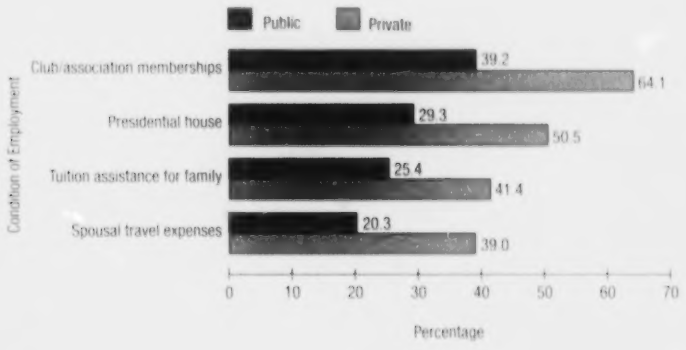
Financial problems were most frequently cited as not having been disclosed, accounting for 23 percent of all responses. The most common examples of specific undisclosed financial problems included inaccurate budgets, hidden deficits, creative accounting, and lackluster fund raising or capital campaigns. A few examples were given of boards deliberately withholding critical financial information, but more often, it appeared that the boards themselves were unaware of financial problems on their campuses. Many respondents noted that the financial condition of the institution was much worse than what they had been told during the search process. In fact, a handful noted that they would not have accepted their positions if they had had a clearer picture of the institution's financial situation. However, several other respondents noted that they had not asked key questions that might have brought these problems to light.

Seventeen percent of respondents noted that they had faced no undisclosed issues or that they had been minor and not problematic. Another 7 percent of respondents noted that as internal candidates for the presidency, they had known what the salient issues on campus were and this helped prepare them for the presidencies at their institutions.

Other undisclosed issues were related to administration, governance, and personnel. Administrative issues usually focused on a lack of policies and procedures within the institution and difficulties facing various academic and administrative departments; frequently, these had been glossed over or simply not mentioned during the search process. Respondents citing difficulties with the governance structure often noted that there had been no clear distinctions between the role of the president and the role of the board, and this hampered the new president's ability to perform effectively. Personnel issues seemed to be divided equally between faculty contracts and benefits and matters related to the

FIGURE 8-C

Selected Agreed-Upon Conditions of Presidents' Employment at Public and Private Institutions, by Percentage: 1998



president's own situation (e.g., unclear information provided about salary and benefits, told that spouse could not have a faculty position when he or she in fact could, etc.). In addition, one pervasive theme was that of conflict of interest: Respondents gave a number of examples of board or faculty members or former presidents who had appeared to be engaged in questionable financial transactions with their institutions.

Physical plant concerns, external relations and funding, accreditation difficulties, campus life conflicts, technology challenges, and pending litigation were all mentioned as issues that had not been disclosed to some of the respondents, but they clearly were of secondary concern given the fewer number of times they were mentioned. Athletic issues were undisclosed less often than all other issues mentioned. Many of these issues could have been quite challenging–particularly those touching on external relations/funding and accreditation–but they did not seem to cause the same level of difficulty as the more frequently mentioned issues.

What useful lessons do these responses yield for governing boards, search committees, and presidential candidates? The responses suggest that presidential candidates need to be particularly astute at asking the right questions during the search process to ensure that they have a clear picture of the institution's situation–particularly its finances. Similarly, search committees and boards would do well to disclose fully all of the institution's problematic aspects before the candidate accepts the position. The fewer surprises new presidents have to face, the better; some surprises are inevitable but many can be minimized through full disclosure.

A number of respondents also suggested that boards sometimes were unable or unwilling to define a set of expectations for the president, yet became disappointed or disillusioned if that individual did not lead the institution in a particular direction. This finding underlines the importance of boards' clearly defining expectations for the incoming leader and of exploring these issues during the search process.

In summary, many of the undisclosed problems identified in the survey were relatively straightforward though not insignificant financial and administrative matters about which the governing board should have had knowledge and which should have been raised with their presidential candidates. This suggests that search committees should take special care to include members who are fully knowledgeable about the institution's financial and administrative issues and that full disclosure should be a guiding principle. A larger concern may be that some institutional boards are unaware of events happening on their own campuses. In fact, at some institutions, respondents suggest that it is the "tale of two boards": Some board members are aware of what is going on while others are not. The survey responses imply that the presidential search process is a partnership between the candidate, the search committee, and the board and suggest that the process could be strengthened if the responsibilities of each party to ask and answer the appropriate questions were more clearly understood.

CHAPTER IX

Summary and Conclusions

Changes in the characteristics of the American college president can best be described as reflecting changes in the larger employment market. The general results noted in the 1998 survey represent extensions of trends identified in previous years.

The road to the college or university presidency is narrow. Only 6 percent of recently hired presidents came from outside higher education, and presidents tend to come from the ranks of their own or similar institutions.

It now takes longer to become a president than it did even in the recent past. Presidents hired since January 1995 were older than those who had been hired prior to 1995. Newly hired presidents had an average age of 55.1 years. Presidents in 1998 were more likely than those in 1986 to already have held a president/CEO position. The number of years in the job increased from just over six years to seven years from 1986 to 1998.

Women and members of minority groups continue to increase as a share of college and university presidents. Despite these changes, the profile of the typical college president has changed little since this series began in 1986. The typical president in 1998 was Caucasian, male, 58 years of age, held a doctorate degree, and had served as president an average of seven years. Approximately 80 percent identified themselves as either Protestant or Catholic. Most had had experience as faculty members, and many had served as a president or vice president prior to accepting their current position.

Women Presidents

The percentage of women presidents doubled from 9.5 percent in 1986 to 19 percent in 1998. However, women presidents remained underrepresented in comparison to their share of all faculty and senior staff positions at U.S. colleges and universities (40 percent).

One-third of new two-year institution presidents hired between 1995 and 1998 were women. If current hiring practices continue, it is not unreasonable to anticipate that one-quarter of all institutions–and more than one-third of community colleges–will have women presidents.

Minority Presidents

Minority presidents accounted for 11 percent of all presidents in American higher education in 1998, up from 8 percent in 1986. Public master's and baccalaureate colleges had the largest representation of minority presidents, at 25 percent each. Minority presidents were more likely than Caucasian presidents to be women.

Change in the proportion of minority presidents is coming slowly. Minorities continue to be underrepresented in comparison to their numbers among all faculty and senior staff at colleges and universities (14 percent). Until the hiring and development of minority candidates

improves, progress in increasing the proportion of presidents who are members of minority groups may continue to lag.

Responsibilities

The most time-consuming responsibilities reported by presidents were planning, fund raising, personnel issues, and budgeting. Presidents of private institutions spent more time on fund raising, whereas public institution presidents spent more time on community relations.

Most presidents came to their positions feeling prepared in the areas of administration and negotiating. Yet more than half mentioned that additional training in fund raising and financial management would have helped them in their job.

Search Process

The presidential search process involves a large number of institutional participants and appears from the point of view of the winning candidates to be relatively smooth. Presidents reported having been involved in the search process for an average of six months at public colleges and five months at private institutions.

Search consultants were used in the recruitment of one-half of recently hired presidents. Of those hired prior to 1985, only 16 percent reported that their search had involved a search consultant.

Candidates accept their job offers with relatively little outside counsel. If they talked to anyone about the offer, it typically was a colleague in higher education. Seventy percent of the presidents received a written contract, typically for three years. The most typical conditions of employment included pension and retirement benefits, an automobile, life insurance, job evaluation, relocation expenses, an entertainment budget, and paid memberships in clubs and professional associations.

Future Prospects

The convergence of economic, demographic, and political trends suggests a positive environment for the changes the new millennium will bring for higher education institutions and their presidents. At the same time, the challenges of expanding enrollments and the implementation of advances in technology may alter the character and chief responsibilities of the American college president.

Recent financial trends have been positive. A decade of growth in the economy has increased both the private and public financial resources available to higher education. All of this bodes well for the near-term stability of higher education institutions.

The number of high school graduates will increase over the next several years, providing more candidates for college enrollment than ever before, and a wave of faculty retirements will provide leaders in higher education management with more flexibility to restructure their institutions to meet the challenges of the new millennium.

Community support is at an all-time high. Both Democrats and Republicans are supportive of higher education programs. Employers increasingly need college graduates to enter techno-logically demanding occupations.

The increasing use of technology for college course delivery will change long-held patterns of college attendance. The increasing use of student aid, while state funding declines as a proportion of revenue, will make all institutions of higher education more sensitive to market pressures. These trends and others may require that new presidents come prepared by more diverse career experiences than has been the case historically.

Appendices

Appendix A
Characteristics of Presidents by Sex and Race/Ethnicity: 1998 and 1986

Highlights

- Since 1986, the proportion of women presidents has doubled.
  - 9.5 percent in 1986
  - 19 percent in 1998
- Since 1986, the proportion of minority presidents has increased 40 percent.
  - 8.1 percent in 1986
  - 11.3 percent in 1998
- The average age of presidents increased from 52.3 years in 1986 to 57.6 years in 1998.
- Most presidents were married.
  - 85 percent in 1986
  - 84 percent in 1998
- Prior experience as a president is increasingly a presidential characteristic. One in four presidents in 1998 was a CEO in his immediate prior position, an increase from less than one in five in 1986.
  - 17 percent in 1986
  - 25 percent in 1998
- One in four presidents was recruited from within his institution.
  - 27 percent in 1986
  - 26 percent in 1998
- Presidents in 1998 were less likely to have ever served as a full-time faculty member.
  - 75 percent of presidents in 1986 had been a full-time faculty member.
  - 70 percent of presidents in 1998 had been a full-time faculty member.
- Presidents were most likely to hold their highest earned degree in the field of education.
  - 44 percent in 1986
  - 40 percent in 1998
- Presidents reported spending the largest amount of time on planning, followed by fund raising.

APPENDIX A

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
Sex							
Men	-	-	74.3	81.2	75.7	80.7	90.5
Women	-	-	25.7	18.8	24.3	19.3	9.5
Total	-	-	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Race/ethnicity							
African American	5.8	8.4	-	-	-	6.3	5.0
Asian American	0.9	0.7	-	-	-	0.9	0.4
Caucasian	89.3	86.3	-	-	-	88.7	91.9
Hispanic	3.0	4.0	-	-	-	3.2	2.2
American Indian	1.0	0.7	-	-	-	0.9	0.5
Total*	**100.0**	**100.0**	-	-	-	**100.0**	**100.0**
Age (in years)							
31–40	0.6	0.5	0.8	0.6	0.0	0.6	4.6
41–50	9.4	15.7	11.2	10.6	12.5	10.7	37.0
51–60	56.9	60.2	56.4	57.5	59.4	58.0	44.4
61–70	31.2	22.7	26.2	30.0	23.4	29.1	13.5
71 or older	1.9	0.9	5.6	1.4	4.7	1.7	0.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	58.0	56.0	58.0	57.0	56.0	57.0	52
Mean	57.9	56.4	57.8	57.6	56.9	57.6	52.3
Marital status							
Married	90.1	56.8	78.9	84.1	81.9	83.8	85.0
Never married	6.1	19.8	4.1	9.3	5.6	8.7	10.2
Separated	0.7	0.9	0.7	0.7	0.0	0.7	0.7
Divorced	2.6	18.0	13.0	4.8	11.1	5.5	3.4
Widow/widower	0.5	4.7	3.4	1.1	1.4	1.3	0.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse is employed							
At the same institution	11.0	6.3	12.2	10.4	7.0	10.4	9.6
At another institution/organization	31.8	41.1	45.2	32.1	36.8	33.0	31.1
Self-employed	6.8	26.5	6.1	9.2	19.3	9.3	7.4
No	50.4	26.1	36.5	48.4	36.8	47.3	51.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Religious preference							
Jewish	3.7	6.7	0.7	4.7	0.0	4.3	3.0
Protestant**	59.5	42.4	75.4	56.8	14.1	56.6	58.4
Roman Catholic	24.4	35.5	12.0	26.3	69.0	26.7	24.5
None	4.7	8.8	2.8	5.4	9.9	5.4	NA
Other***	7.7	6.7	9.2	6.8	7.0	7.0	14.1
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.
**Includes Baptists, Episcopalians, Methodists, and Presbyterians.
***"Other" contains "None" in 1986.

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
CEO position							
Campus	87.4	87.6	92.4	88.0	79.0	87.9	*
Multi-campus**	12.6	12.4	7.6	12.0	21.0	12.1	*
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Interim position							
Yes	3.9	6.4	4.5	4.5	3.6	4.5	*
No	96.2	93.6	95.5	95.5	96.4	95.5	*
Total***	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
President reports to							
System head	19.3	28.9	36.5	18.9	47.3	21.2	21.7
Board of trustees/regents	77.6	69.3	60.8	78.1	48.7	76.1	75.1
State commissioner/ superintendent/church officials/ other officials	3.1	1.8	2.7	3.0	4.1	2.7	3.2
Total***	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Years in current position							
Less than one	1.4	2.2	6.1	1.3	1.8	1.6	12.7
1	11.2	14.9	12.2	12.0	12.7	12.0	10.4
2	10.3	10.8	14.6	9.9	16.4	10.4	9.5
3	10.6	13.3	11.0	10.9	14.5	11.1	8.6
4	8.8	12.7	19.5	9.0	10.9	9.6	7.5
5	8.0	9.6	4.9	8.4	3.6	8.0	7.0
6–10	25.1	23.5	21.0	25.0	29.1	24.9	23.5
11–15	14.0	7.1	4.9	13.5	3.6	12.7	11.6
16–20	6.2	4.0	2.4	6.2	1.8	5.9	6.1
21 and more	4.3	1.9	3.7	3.7	5.5	3.8	3.1
Total***	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	4.0	5.0	4.0	5.0	5.0
Mean	7.3	5.6	5.5	7.1	5.6	6.9	6.3
Presently holds tenure as faculty member							
Yes	32.3	28.4	39.5	30.1	54.1	31.5	38.8
No	67.7	71.6	60.5	69.9	46.0	68.5	61.2
Total***	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Currently serves on corporate board(s)							
Yes	36.3	41.4	43.2	37.5	29.2	37.9	35.6
No	63.7	58.6	56.8	62.5	70.8	62.4	64.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Data were not collected or were collected differently.

**Does not include respondents who headed a state higher education system containing multiple institutional types.

***Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986** Total
Prior position							
President/CEO	26.6	18.8	38.1	27.6	22.0	25.2	17.3
Senior executive	23.0	22.7	26.2	25.1	18.0	22.8	18.4
Chief academic officer	19.0	24.5	13.1	16.5	18.0	20.0	22.5
Executive/administrative	7.1	9.6	10.7	7.0	14.0	7.6	*
Dean	11.2	14.4	7.1	13.5	12.0	11.8	15.6
Chair/faculty	4.7	5.0	1.2	3.9	12.0	4.8	*
Outside higher education	8.4	5.0	3.6	6.4	4.0	7.8	10.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Number of years in prior position							
Less than 5	52.8	64.9	60.6	54.3	68.6	55.4	61.7
6–10	32.1	31.5	32.4	32.3	23.9	31.9	23.7
11–15	10.1	1.6	4.2	8.9	4.5	8.4	6.7
16–20	3.1	1.4	2.8	2.8	1.5	2.7	2.3
21 or more	1.9	0.7	0.0	1.7	1.5	1.6	1.1
Total* **	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	4.0	5.0	4.0	5.0	5.0
Mean	6.4	5.0	5.1	6.3	5.3	6.2	5.6
Place of prior position							
Same institution	25.5	28.0	22.6	25.9	34.0	26.0	27.0
Different institution	74.5	72.1	77.4	74.1	66.0	74.0	73.0
Total* **	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Tenure as faculty member in prior position							
Yes	37.3	35.2	43.4	35.5	55.4	36.9	38.8
No	62.7	64.8	56.6	64.5	44.6	63.1	61.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Second prior position							
President/CEO	10.0	7.1	14.6	9.5	9.1	9.4	5.9
Senior executive	14.2	7.3	17.1	13.8	18.2	12.8	11.9
Chief academic officer	12.7	12.6	9.7	14.6	9.1	12.7	10.3
Executive/administrative	13.5	19.9	19.5	16.2	18.2	15.0	*
Dean	19.4	26.2	28.1	20.0	18.2	20.7	21.6
Chair/faculty	16.2	17.4	3.6	15.7	25.0	16.3	*
Outside higher education	14.0	9.5	7.3	10.2	2.2	13.1	*
Total* **	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*

*Data were not collected or were collected differently.

**Executive/administrative and chair/faculty were combined in the category "other" in 1986 and are not included here.

***Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
Number of years in second prior position							
Less than 5	62.6	66.7	69.1	62.7	63.5	63.1	69.1
6-10	27.5	26.0	24.5	27.5	31.8	27.6	23.7
11-15	6.6	5.2	3.6	6.7	3.2	6.4	4.7
16-20	2.1	1.2	1.4	2.0	0.0	1.9	1.8
21 or more	1.2	0.9	1.4	1.1	1.6	1.1	0.7
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	4.0	5.0	5.0	4.0	4.0
Mean	5.6	5.1	5.0	5.6	5.3	5.5	4.9
Tenure as faculty member in second prior position							
Yes	38.1	39.9	46.0	37.4	51.6	38.4	40.6
No	61.9	60.1	54.0	62.6	48.4	61.6	59.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty							
0	30.2	27.5	32.9	30.0	19.7	29.8	25.0
1-5	22.8	14.7	18.9	21.4	21.1	21.2	25.8
6-10	19.8	23.7	22.4	20.2	25.4	20.5	27.6
11-15	10.3	16.3	13.3	11.1	18.3	11.4	13.1
16-20	7.5	8.6	6.3	7.9	5.6	7.7	6.2
21 or more	9.5	9.3	6.3	9.5	9.9	9.4	2.3
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	8.0	5.0	5.0	7.0	5.0	5.0
Mean	7.6	8.6	6.8	7.8	8.7	7.8	6.4
Out of the job market for personal/family reasons							
Yes	4.0	18.8	3.6	7.1	12.0	7.1	*
No	96.0	81.2	96.4	93.0	88.0	92.9	*
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Number of times presidential finalist							
None	72.9	72.3	70.1	73.2	64.8	72.8	*
1-2	16.8	15.9	21.1	16.1	25.4	16.6	*
3-4	7.6	8.5	4.8	7.8	9.9	7.8	*
More than 4	2.8	3.3	4.1	2.9	0.0	2.9	*
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Median	0.0	0.0	1.0	0.0	1.0	0.0	*
Mean	1.1	1.1	1.5	1.1	1.1	1.1	*

*Data were not collected or were collected differently.

**Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
Number of years employed outside higher education							
None	46.2	43.2	44.0	45.9	41.7	45.6	*
1-2	8.7	13.3	9.6	9.6	8.3	9.6	*
3-5	16.3	14.1	20.0	15.2	21.7	15.8	*
6-10	12.9	16.3	16.8	13.6	13.3	13.6	*
11-15	5.9	8.4	4.8	6.4	13.3	6.4	*
16-20	2.8	3.2	1.6	3.0	1.7	2.9	*
21 or more	7.2	1.5	3.2	6.5	0.0	6.1	*
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Median	2.0	2.0	2.0	2.0	2.5	2.0	*
Mean	5.7	4.2	4.3	5.5	4.1	5.4	*
Highest degree earned							
Bachelor's	1.3	0.9	0.0	1.3	0.0	1.2	1.4
Master's	9.9	10.9	6.8	10.0	14.1	9.8	12.4
Ph.D.	57.2	61.9	57.8	58.4	60.6	58.7	53.7
Ed.D.	22.2	22.7	28.6	21.8	19.7	22.0	22.9
M.D.	1.4	0.2	1.4	1.2	0.0	1.2	1.8
Other health degree	0.6	0.0	0.0	0.4	1.4	0.5	0.3
J.D. or other law degree	3.8	2.2	4.8	3.4	4.3	3.5	2.7
Other	3.6	1.1	0.7	3.5	0.0	3.1	4.8
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Degree was from a single-sex college							
Yes	13.3	21.8	14.1	15.7	7.3	15.3	*
No	86.7	78.3	85.8	84.4	92.7	84.7	*
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Major field of study in which highest degree was earned							
Agriculture/natural resources	0.9	0.0	0.7	0.6	0.0	0.7	0.7
Biological sciences	2.0	1.8	2.8	1.8	2.9	2.0	2.2
Education	38.6	47.4	51.1	39.3	47.1	39.9	43.9
Engineering	3.1	0.0	0.7	2.5	2.9	2.5	2.0
Humanities/fine arts	12.3	18.1	7.0	14.3	7.1	13.5	16.5
Law	3.8	2.0	4.9	3.3	4.3	3.5	2.9
Medicine	1.6	0.2	0.0	1.5	0.0	1.3	2.2
Physical/natural sciences	4.5	2.3	9.1	3.7	1.4	4.1	4.8
Religion/theology	7.7	2.3	2.1	7.3	1.4	6.8	8.1
Social sciences	12.4	12.0	11.2	12.4	14.3	12.4	11.7
Other	12.3	12.0	9.8	12.2	17.1	12.2	4.7
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Data were not collected or were collected differently.

**Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
Trained and certified as religious professional* *							
Yes	17.3	12.5	5.8	17.5	10.2	16.3	31.3
No	82.7	87.5	94.3	82.6	89.8	83.7	68.7
Total* *	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Travel on college business							
Yes	99.2	98.8	97.7	99.2	100.0	99.1	*
No	0.9	1.2	2.3	0.8	0.0	0.9	*
Total* *	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Annual in-state travel (in days) for those who travel in-state							
10 days or fewer	15.5	22.3	17.1	16.3	26.0	16.8	*
11–30 days	45.4	37.9	36.8	44.7	38.0	43.9	*
31–60 days	24.7	27.2	35.5	24.7	26.0	25.2	*
61 days or more	14.4	12.6	10.5	14.3	10.0	14.1	*
Total* *	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Median	30.0	25.0	30.0	25.5	20.0	26.0	*
Mean	37.7	35.6	39.2	37.3	33.5	37.3	*
Annual out-of-state travel (in days) for those who travel out-of-state							
10 days or fewer	40.4	43.9	30.3	40.9	64.0	41.1	*
11–30 days	42.3	42.3	50.0	42.2	28.0	42.3	*
31–60 days	13.5	11.5	15.8	13.2	8.0	13.1	*
61 days or more	3.8	2.3	4.0	3.7	0.0	3.5	*
Total* *	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Median	15.0	14.0	16.5	15.0	10.0	15.0	*
Mean	21.5	18.7	23.9	21.2	13.1	20.9	*
Annual international travel (in days) for those who travel internationally							
10 days or fewer	85.2	90.7	84.8	86.3	84.2	86.3	*
11–30 days	14.0	8.5	15.3	12.8	15.8	12.9	*
31 days or more	0.8	0.9	0.0	0.9	0.0	0.8	*
Total* *	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	*
Median	4.0	7.0	10.0	5.0	7.0	5.0	*
Mean	5.9	6.4	5.4	7.8	8.7	7.8	*

*Data were not collected or were collected differently.

**Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

***In 1986 the question read "Member of a religious order."

APPENDIX A *(continued)*

Characteristics of Presidents by Sex and Race/Ethnicity, by Percentage: 1998 and 1986

Category	Men	Women	African American	Caucasian	Hispanic	1998 Total	1986 Total
Priorities for use of time							
Planning	72.2	74.3	63.2	74.8	66.7	72.6	*
Fund raising	61.9	57.4	46.0	63.5	42.6	61.0	*
Personnel issues	51.5	53.4	56.3	52.6	51.9	51.9	*
Budget	49.7	49.3	50.6	50.4	53.7	49.6	*
Community relations	42.6	47.2	44.8	43.9	51.9	43.5	*
Academic programs	30.6	29.2	32.2	29.6	38.9	30.3	*
Preparing for board meetings	29.1	30.6	25.3	30.0	31.5	29.4	*
Meeting with legislators/ political leaders	14.6	13.1	18.4	14.4	11.1	14.3	*
Student issues	12.2	8.5	21.8	10.4	20.4	11.4	*
Athletics	2.8	1.2	1.1	2.4	5.6	2.5	*
Other	7.8	6.4	6.9	7.5	7.4	7.5	*
Other activities							
Speak at national/ international meetings	54.1	63.3	70.1	55.6	59.3	56.0	*
Guest lecture	55.0	53.6	46.0	55.9	50.0	54.7	*
Write for popular media publication	45.7	39.9	41.4	44.8	46.3	44.6	*
Solo teach a course	24.4	12.2	14.9	22.7	22.2	21.9	*
Write about academic discipline for scholarly publications	16.8	13.4	12.6	16.1	16.7	16.1	*
Team teach a course	11.2	10.8	8.0	11.4	9.3	11.1	*
Conduct research in academic discipline	11.2	8.2	4.6	10.8	14.8	10.5	*
Other	7.9	15.2	8.0	9.6	9.3	9.4	*
Additional training/experience desired prior to assuming position							
Fund raising	53.1	56.9	64.4	54.5	42.6	53.9	*
Financial management	37.6	46.4	34.5	40.0	48.1	39.4	*
Working with governing boards	32.7	41.7	35.6	34.9	37.0	34.6	*
Strategic planning	33.8	33.8	39.1	33.9	33.3	33.8	*
Working with legislators and policymakers	26.1	31.5	25.3	28.0	22.2	27.2	*
Personnel issues	22.8	23.3	16.1	23.5	24.1	22.9	*
Conflict management	22.5	23.6	23.0	22.7	31.5	22.7	*
Federal/state policy issues	13.7	19.2	12.6	15.4	11.1	14.9	*
Public speaking	13.9	14.6	2.3	14.5	20.4	14.0	*
Intercollegiate athletics	12.0	11.4	16.1	12.0	9.3	11.9	*
Negotiation skills	10.6	15.2	6.9	11.2	31.5	11.6	*
Collective bargaining	9.7	12.0	14.9	9.6	22.2	10.2	*
Experience as faculty member	8.6	8.2	4.6	8.8	7.4	8.5	*
Administration	6.0	7.6	2.3	6.6	9.3	6.3	*
Publications	5.5	7.6	11.5	5.5	7.4	5.9	*
Employment outside higher education	4.1	2.6	3.4	3.5	5.6	3.8	*

*Data were not collected or were collected differently.

Appendix B
Characteristics of Presidents, by Institutional Type: 1998 and 1986

Highlights

- Women were least likely to be presidents of doctorate-granting institutions (13 percent), but they were more than three times as likely to lead such an institution in 1998 than they were in 1986 (4 percent).
- Women were most likely to be presidents of two-year institutions (22 percent), up from 8 percent in 1986.
- Caucasians were most highly represented among presidents of doctorate-granting institutions (93 percent), down from 98 percent in 1986.
- Half of all presidents of doctorate-granting institutions were 60 years of age or older in 1998.
- Presidents of two-year institutions in 1998 had the youngest median age—56 years.
- The median presidential age increased by four or five years at each type of institution from 1986 to 1998.
- Presidents of doctorate-granting institutions were the most likely to be married (87 percent) while presidents of master's institutions were the least likely to be married (80 percent).
- More than four out of five presidents of doctorate-granting institutions also held tenured faculty positions, compared to less than half of presidents of other types of institutions.
- Two-thirds of presidents of doctorate-granting institutions served on corporate boards. Fewer than half of presidents of other types of institutions served in that capacity.
- More than one-third of presidents of doctorate-granting institutions were presidents in their immediate prior position. For presidents of other types of institutions, this proportion was closer to one quarter.
- The most common field of study of presidents of non-doctorate-granting institutions was education; for presidents of doctorate-granting institutions, it was social sciences.

APPENDIX B

Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986

	Institutional Type											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986
Sex												
Men	86.8	96.2	81.3	90.0	79.6	83.9	77.6	92.1	85.2	93.4	80.7	90.5
Women	13.2	3.8	18.7	10.0	20.4	16.1	22.4	7.9	14.8	6.6	19.3	9.5
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Race/ethnicity												
African American	5.7	1.9	9.8	9.3	7.2	5.2	5.8	3.9	2.6	1.8	6.3	5.0
Asian American	0.9	0.0	1.6	0.5	0.0	0.2	1.3	0.6	0.3	0.0	0.9	0.4
Caucasian	92.9	97.6	85.3	87.2	89.9	93.6	87.7	91.4	91.2	94.9	88.7	91.9
Hispanic	0.5	0.5	2.9	2.6	2.2	0.8	4.5	3.1	2.3	2.6	3.2	2.2
American Indian	0.0	0.0	0.4	0.2	0.6	0.2	0.8	1.0	3.6	0.7	0.9	0.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Age												
31–40	0.0	1.5	0.2	3.4	1.5	4.9	0.3	5.0	1.0	7.8	0.6	4.6
41–50	3.9	23.2	7.4	35.5	9.9	36.1	12.2	41.8	17.4	35.9	10.7	37.0
51–60	52.7	53.1	60.2	44.2	55.6	47.6	62.6	41.8	50.9	40.6	58.0	44.4
61–70	42.9	22.2	31.8	16.1	29.5	11.2	23.8	11.3	28.3	13.7	29.0	13.5
71 or older	0.5	0.0	0.5	0.8	3.5	0.2	1.2	0.1	2.4	2.0	1.7	0.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.1**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	60.0	55.0	58.0	53.0	57.0	52.0	56.0	51.0	57.0	53.0	57.0	52.0
Mean	59.7	54.9	58.0	53.1	57.7	52.0	56.8	51.4	56.9	52.2	57.6	52.3
Marital status												
Married	87.3	90.4	80.4	82.2	82.9	79.0	84.6	89.5	85.1	81.5	83.8	85.0
Never married	6.6	6.7	15.0	14.4	10.5	15.8	5.0	4.3	8.4	15.2	8.7	10.2
Separated	0.5	0.5	0.0	0.6	0.8	0.6	1.0	0.3	1.0	1.1	0.7	0.7
Divorced	4.7	1.9	3.1	1.9	4.4	3.4	8.3	4.9	4.2	2.2	5.5	3.4
Widow/widower	0.9	0.5	1.6	0.9	1.4	1.2	1.1	0.6	1.3	0.0	1.3	0.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse is employed												
At the same institution	17.4	8.8	10.0	8.4	18.7	17.5	4.2	6.6	9.5	10.4	10.4	9.6
At another institution/ organization	15.8	18.1	26.4	22.0	24.0	20.8	46.9	44.3	30.9	29.4	33.0	31.1
Self-employed	6.0	7.3	7.8	6.8	8.7	5.2	10.2	8.2	11.5	9.1	9.3	7.4
No	60.9	65.8	55.8	62.8	48.5	56.5	38.7	40.9	48.1	51.1	47.3	51.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 due to rounding. Variance in percentage totals may occur due to differing numbers of respondents for each appendix.

APPENDIX B *(continued)*

Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986

	Institutional Type											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986
Religious preferences												
Jewish	8.5	6.7	3.8	2.4	4.3	2.1	2.7	2.1	6.1	6.6	4.3	3.0
Protestant**	49.3	59.6	48.5	53.3	64.8	56.1	57.3	63.3	54.4	50.5	56.6	57.9
Roman Catholic	25.6	18.2	35.9	32.1	21.3	23.9	26.1	20.9	22.8	27.3	26.7	24.5
Other***	9.6	15.5	6.6	12.2	5.9	17.9	8.1	13.7	9.9	15.6	7.0	14.6
None	7.0	NA	5.2	NA	3.7	NA	5.8	NA	6.8	NA	5.4	NA
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
President reports to												
System head	25.9	24.4	29.0	29.1	7.0	4.6	27.8	28.6	11.6	13.0	21.2	21.7
Board of trustees/regents	71.7	72.7	69.7	68.6	91.9	94.8	69.1	66.5	81.0	83.0	76.1	75.1
State commissioner/ superintendent/ church officials/ other officials	2.4	2.9	1.3	2.3	1.1	0.6	3.1	4.9	7.4	4.0	2.7	3.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in current position												
Less than one	1.3	10.9	2.0	12.2	1.5	10.3	0.9	13.1	2.9	18.4	1.6	12.7
1	12.1	12.4	10.1	10.0	10.2	9.3	13.2	10.8	12.6	10.7	12.0	10.4
2	12.1	11.4	9.5	9.1	10.8	9.9	9.7	9.0	12.6	9.6	10.4	9.5
3	10.7	4.3	9.8	8.0	10.8	9.7	11.7	9.1	10.7	9.6	11.1	8.6
4	11.4	10.0	8.5	5.6	9.7	8.5	9.9	7.1	7.8	8.8	9.6	7.5
5	6.7	9.1	9.1	6.7	9.1	7.5	7.6	6.2	8.7	7.7	8.0	7.0
6–10	28.2	24.3	30.0	26.1	26.6	25.6	21.2	21.7	22.3	20.1	24.9	23.5
11–15	11.4	9.5	12.7	13.0	11.4	11.5	14.9	11.8	12.1	9.9	12.7	11.6
16–20	4.0	4.8	5.9	6.9	5.9	5.9	5.8	6.8	6.8	3.7	5.9	6.1
21 or more	2.0	3.3	2.6	2.4	4.1	1.8	5.2	4.4	3.4	1.5	3.8	3.1
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0
Mean	6.3	6.1	7.0	6.5	7.0	6.2	7.3	6.7	6.7	5.2	6.9	6.3
Presently holds tenure as a faculty member												
Yes	81.0	77.8	46.3	45.5	28.7	25.0	15.1	20.3	25.4	35.5	31.5	33.3
No	19.0	22.0	53.7	54.5	71.3	75.0	84.9	79.7	74.6	64.5	68.5	66.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Currently serves on corporate board												
Yes	68.7	64.3	43.0	44.2	36.9	36.7	29.6	26.0	28.9	27.6	37.6	35.6
No	31.3	35.7	57.1	55.8	63.1	63.3	70.5	74.0	71.1	72.4	62.4	64.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

**Includes Baptists, Episcopalians, Methodists, Presbyterians.

***"Other" contains "None" in 1986.

APPENDIX B *(continued)*

Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986

	Institutional Type											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	1998	1986**	1998	1986**	1998	1986**	1998	1986**	1998	1986**	1998	1986**
Immediate prior position												
President/CEO	37.3	29.6	25.9	19.3	22.4	13.4	26.0	17.6	15.3	10.0	25.2	17.3
Senior executive	14.4	15.8	25.9	20.3	23.6	19.2	25.0	19.3	16.9	13.1	22.8	18.4
Chief academic officer	22.5	22.0	22.5	25.8	19.9	19.4	22.8	25.9	11.4	9.7	20.0	22.5
Executive/administrative	2.4	*	5.7	*	8.4	*	7.1	*	11.7	*	7.6	*
Dean	15.3	17.2	7.7	11.5	10.7	17.0	12.4	15.2	17.9	20.8	11.8	15.6
Chair/faculty	4.8	*	5.9	*	5.5	*	1.9	*	9.1	*	4.8	*
Outside higher education	3.3	*	6.4	*	9.4	*	4.7	*	17.6	*	7.8	10.1
Total* **	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*
Number of years in immediate prior position												
Less than five	55.0	64.1	57.1	64.2	52.7	59.1	56.5	63.3	54.6	54.7	55.4	61.7
6–10	34.9	30.6	34.2	27.3	33.4	28.7	31.7	27.7	24.8	29.2	31.9	28.2
11–15	7.2	3.8	5.7	6.0	9.0	7.4	8.1	6.5	13.1	9.4	8.4	6.7
16–20	1.9	0.5	2.1	1.7	2.3	3.8	2.5	2.0	5.2	3.0	2.7	2.3
21 or more	1.0	1.0	0.9	0.8	2.7	1.0	1.3	0.5	2.3	3.7	1.6	1.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	5.0	4.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0
Mean	6.0	5.0	5.7	5.2	6.3	5.9	6.0	5.4	6.9	6.6	6.2	5.6
Place of prior position												
Same institution	21.2	30.1	24.5	28.3	21.7	23.8	25.9	26.3	37.8	30.9	26.0	27.0
Different institution	78.8	69.9	75.5	71.1	78.3	76.2	74.1	73.7	62.3	69.1	74.0	73.0
Total* **	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Tenure as faculty member in prior position												
Yes	77.1	74.1	50.3	51.0	38.5	37.3	19.9	26.0	30.2	34.0	36.9	38.8
No	22.9	25.9	49.7	49.0	61.5	62.7	80.1	74.0	69.8	66.0	63.1	61.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Second prior position												
President/CEO	8.9	8.2	9.7	5.5	7.8	3.8	10.3	7.0	7.8	5.1	9.4	5.9
Senior executive	12.0	11.5	15.3	17.2	15.0	13.5	11.9	10.3	8.2	5.1	12.8	11.9
Chief academic officer	14.1	8.2	16.3	13.8	10.8	7.0	15.1	12.4	4.5	4.3	12.7	10.3
Executive/administrative	8.9	*	15.8	*	14.0	*	15.8	*	14.5	*	15.0	*
Dean	26.7	29.3	21.2	22.6	19.0	17.1	23.9	22.7	13.8	17.7	20.7	21.6
Chair/faculty	20.9	*	12.2	*	19.2	*	13.6	*	23.8	*	16.3	*
Outside higher education	8.4	*	9.4	*	14.2	*	9.4	*	27.5	*	13.1	*
Total* **	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*	**100.0**	*

*Data were not collected or were collected differently in 1986.

**Executive/administrative and chair/faculty were combined in the category "other" in 1986 and are not included here. Column does not sum to 100.0.

***Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX B *(continued)*

Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986

	Institutional Type											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986
Number of years in second prior position												
Less than five	59.5	68.9	64.2	72.8	57.5	63.2	68.4	72.0	58.4	61.9	63.1	69.1
6-10	30.2	23.3	25.8	21.8	30.0	27.3	25.4	22.2	30.3	27.3	27.6	23.7
11-15	7.3	3.9	6.6	4.0	9.5	7.1	3.6	3.7	7.9	5.6	6.4	4.7
16-20	1.5	2.9	2.4	0.6	2.2	1.8	1.3	1.9	2.2	3.2	1.9	1.8
21 or more	1.5	1.0	1.0	0.8	0.9	0.6	1.2	0.2	1.1	2.0	1.1	0.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0
Mean	5.7	5.2	5.3	4.6	6.0	5.3	5.1	4.5	5.9	4.6	5.5	4.9
Tenure as faculty member in second prior position												
Yes	79.3	78.1	49.3	53.4	41.5	40.0	23.4	27.9	26.6	31.7	38.4	40.6
No	20.7	21.9	50.7	46.6	58.6	60.0	76.6	72.1	73.4	68.3	61.6	59.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.1**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty												
0	9.2	11.0	24.0	23.4	30.3	33.1	35.3	21.4	36.7	37.5	29.8	25.0
1-5	13.6	19.5	21.4	25.5	17.4	17.5	26.9	34.7	17.1	15.7	21.2	25.8
6-10	15.1	33.3	22.1	26.0	21.7	23.3	22.7	30.4	15.4	24.0	20.5	27.6
11-15	13.6	19.0	13.0	15.3	13.5	15.9	8.8	9.3	10.8	11.6	11.4	13.1
16-20	13.6	10.5	10.9	7.2	9.2	7.6	3.3	3.2	7.2	8.6	7.7	6.2
21 or more	35.0	6.7	8.6	2.6	8.0	2.6	2.9	1.0	12.8	2.6	9.4	2.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	15.0	8.0	7.0	6.0	6.0	5.0	3.0	5.0	4.0	5.0	5.0	5.0
Mean	15.5	9.4	8.6	6.8	8.0	6.5	5.1	5.5	8.0	6.1	7.8	6.4
Highest degree earned												
Bachelor's	0.0	0.0	0.2	0.9	1.0	1.6	0.9	1.2	4.5	3.7	1.2	1.4
Master's	1.4	3.3	5.6	5.6	5.7	11.5	12.8	17.9	19.7	15.6	9.8	12.4
Ph.D.	78.1	77.6	73.3	71.2	69.1	64.1	43.9	38.0	45.6	35.9	58.7	53.7
Ed.D.	3.3	4.3	14.8	15.8	16.1	12.9	40.5	40.4	7.1	10.4	22.0	22.9
M.D.	2.9	4.3	0.7	0.2	0.0	0.4	0.0	0.2	5.8	11.1	1.2	1.8
Other health	0.5	1.4	0.0	0.0	0.0	0.0	0.3	0.0	2.3	1.8	0.4	0.3
J.D. or other law degree	10.5	6.2	2.9	2.4	4.5	3.4	1.0	0.8	4.5	5.6	3.5	2.7
Other*	3.3	2.9	2.5	3.9	3.7	6.1	0.6	1.5	10.4	15.9	3.2	5.1
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX B *(continued)*

Characteristics of Presidents by Institutional Type, by Percentage: 1998 and 1986

	Institutional Type											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986	1998	1986
Major field of study of highest degree												
Agriculture/ natural resources	1.9	2.9	0.5	0.8	0.6	0.0	0.8	0.4	0.3	0.7	0.7	0.7
Biological sciences	4.8	4.8	1.6	2.9	2.1	2.4	1.9	1.7	0.3	0.0	2.0	2.2
Education	7.7	10.6	28.2	33.9	30.9	28.0	69.9	73.2	16.3	18.9	39.9	43.9
Engineering	10.1	6.7	2.1	2.1	0.8	0.6	0.8	1.2	5.0	3.4	2.5	2.0
Health professions	0.5	1.0	0.7	0.4	0.6	0.4	0.8	0.2	3.3	14.0	1.1	2.2
Humanities/fine arts	14.5	17.8	16.4	22.2	21.2	26.3	5.8	8.7	15.9	13.2	13.5	16.5
Law	11.1	6.7	2.8	2.5	4.1	3.8	1.0	0.8	4.7	6.8	3.5	2.9
Medicine	1.9	4.8	0.5	0.4	0.0	0.4	0.1	0.2	7.3	14.0	1.3	2.2
Physical/natural science	11.6	13.9	6.0	6.5	4.7	5.2	2.1	1.9	0.7	3.4	4.1	4.8
Religion/theology	3.9	2.9	5.8	6.1	8.7	15.0	0.8	1.9	22.6	24.5	6.8	8.1
Social sciences	20.3	22.6	20.6	17.2	15.5	14.1	5.6	6.4	8.0	5.7	12.4	11.7
Other	11.6	5.3	15.0	5.0	10.7	4.0	10.5	3.6	15.6	8.3	12.2	4.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

Appendix C
Characteristics of Presidents, by Institutional Type and Control: 1998

Highlights

- Women presidents were most highly represented at two-year private institutions (25 percent), followed by public baccalaureate institutions (23 percent) and public two-year institutions (22 percent).
- African-American presidents were most prevalent at public master's institutions (17 percent) and public baccalaureate institutions (16 percent).
- Hispanic presidents were most highly represented at public baccalaureate institutions (8 percent).
- Presidents of public institutions were much less likely than presidents of private institutions to have remained unmarried (2 percent and 16 percent, respectively). All presidents of public doctorate-granting institutions either were currently married or had been married at some time.
- For each institutional type, presidents of public institutions were more likely than presidents of private institutions to have been recruited from within the institution.
- For each institutional type, presidents of public institutions were more likely than those of private institutions to hold tenure as a faculty member (36 percent and 27 percent, respectively).
- Except at specialized institutions, presidents of private institutions were more likely than presidents of public institutions to have a degree from a single-sex college.
- Presidents of public doctorate-granting institutions spent the most days per year traveling in state (53 days).
- Presidents of private doctorate-granting institutions spent the most days per year traveling out of state (38 days).
- Presidents of most public and private institutions spent the largest amount of their time on planning and fund raising. Only presidents of public two-year and specialized institutions spent more time on personnel issues than fund raising.

APPENDIX C

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Sex												
Men	84.8	90.5	82.2	80.3	76.6	80.0	77.9	75.0	85.1	85.2	79.8	81.6
Women	15.2	9.5	17.8	19.7	23.4	20.0	22.1	25.0	14.9	14.8	20.2	18.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Race/ethnicity												
African American	7.3	2.7	16.9	1.4	15.6	6.0	6.4	1.2	0.0	3.2	8.9	3.8
Asian American	0.7	1.4	2.9	0.0	0.0	0.0	1.4	0.0	2.1	0.0	1.6	0.1
Caucasian	91.2	95.9	74.4	98.1	75.0	92.1	86.8	96.3	80.9	92.8	83.9	94.1
Hispanic	0.7	0.0	5.0	0.5	7.8	1.4	4.5	2.5	4.3	2.0	4.3	1.3
American Indian	0.0	0.0	0.8	0.0	1.6	0.5	0.8	0.0	12.8	2.0	1.3	0.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Age (in years)												
31–40	0.0	0.0	0.5	0.0	1.7	1.5	0.0	2.4	0.0	1.2	0.2	1.1
41–50	3.0	5.6	4.9	10.1	3.3	10.9	11.0	21.2	11.1	18.6	8.5	13.1
51–55	15.2	18.3	24.2	23.6	21.7	25.8	30.2	24.7	15.6	26.2	26.2	24.9
56–61	37.9	33.8	34.1	38.7	41.7	28.6	34.2	23.5	37.8	24.2	35.2	29.5
61–65	30.3	28.2	28.3	19.1	16.7	21.0	19.6	18.8	17.8	17.7	22.4	20.1
66–70	12.9	14.1	7.6	8.0	10.0	8.9	4.4	3.5	15.6	9.7	6.8	8.8
71 or older	0.8	0.0	0.5	0.5	5.0	3.3	0.6	5.9	2.2	2.4	0.9	2.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	60.0	59.0	58.0	58.0	58.0	57.0	57.0	56.0	59.0	56.0	58.0	57.0
Mean	59.8	59.4	58.4	57.6	58.8	57.6	56.9	55.8	58.6	56.7	57.7	57.4
Marital status												
Married	92.0	78.4	90.9	68.1	88.9	82.0	86.6	67.9	89.4	84.1	88.3	78.4
Never married	0.0	18.9	1.7	30.4	1.6	11.8	3.3	19.8	2.1	10.0	2.4	16.1
Separated	0.7	0.0	0.0	0.0	1.6	0.7	0.8	2.5	0.0	1.2	0.7	0.8
Divorced	6.5	1.4	5.4	0.5	4.8	4.4	8.2	9.9	4.3	4.0	7.1	3.7
Widow/widower	0.7	1.4	2.1	1.0	3.2	1.2	1.1	0.0	4.3	0.8	1.5	1.0
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse is employed												
At the same institution	10.2	33.3	9.6	9.9	0.0	21.6	3.0	15.6	4.8	10.5	5.2	16.9
At another institution/ organization	16.5	14.0	30.3	19.1	43.6	21.0	48.9	28.1	19.0	33.2	39.6	23.9
Self-employed	6.3	5.3	7.3	7.9	14.5	7.8	9.9	12.5	11.9	11.4	9.3	8.9
No	66.9	47.4	52.8	63.2	41.8	49.6	38.2	43.8	64.3	45.0	45.9	50.2
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Religious preferences												
Jewish	5.3	15.2	3.4	4.3	4.9	4.2	2.7	1.2	8.9	5.4	3.5	5.0
Protestant*	54.9	37.9	55.3	40.9	60.7	65.3	59.0	46.9	42.2	57.4	57.2	55.3
Roman Catholic	21.0	34.8	26.4	46.6	19.7	21.5	24.4	38.3	22.2	23.1	24.1	29.2
None	7.5	6.1	6.0	4.3	9.8	2.8	6.3	2.5	11.1	5.4	6.8	3.9
Other**	11.3	6.1	8.9	3.8	4.9	6.1	7.6	11.1	15.6	8.7	8.5	6.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
CEO position												
Campus	80.6	85.7	95.9	90.3	100.0	97.7	80.1	98.1	84.0	94.4	84.6	94.6
Multi-campus***	19.4	14.3	4.1	9.7	0.0	2.3	19.9	1.9	16.0	5.6	15.4	5.4
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Interim position												
Yes	4.1	0.0	4.1	6.9	15.9	1.9	5.2	1.6	12.0	4.7	5.6	3.4
No	95.9	100.0	95.9	93.2	84.1	98.1	94.8	98.4	88.0	95.3	94.4	96.6
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
President reports to												
System head	39.9	0.0	52.5	1.5	52.4	0.9	31.1	2.2	48.7	4.9	38.3	2.1
Board of trustees/ regents	58.0	97.3	45.8	97.6	47.6	98.4	65.5	96.7	36.2	88.9	58.5	95.7
State commissioner/ superintendent/ church officials/ other officials	2.1	2.7	1.7	1.0	0.0	0.7	3.4	1.1	15.1	6.6	3.2	2.2
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in current position												
Less than one	2.1	0.0	1.8	2.1	2.4	1.3	1.1	0.0	0.0	2.9	1.4	1.7
1	13.5	9.4	9.8	10.5	19.1	9.0	13.4	9.8	25.0	10.5	13.3	9.7
2	15.6	5.7	10.4	8.4	2.4	12.0	9.0	13.7	12.5	12.9	9.8	11.1
3	11.5	9.4	12.2	7.0	14.3	10.3	12.0	9.9	12.5	9.9	12.1	9.5
4	9.4	15.1	9.8	7.0	11.9	9.3	9.6	11.8	4.2	8.8	9.6	9.3
5	6.3	7.6	11.0	7.0	4.8	9.7	7.3	11.8	12.5	8.8	8.0	8.9
6–10	29.2	26.4	31.1	28.7	26.2	26.7	21.0	25.5	20.8	22.2	24.3	25.9
11–15	7.3	18.9	8.5	17.5	4.8	12.3	15.7	7.8	8.3	12.9	12.5	13.6
16–20	2.1	7.5	2.4	9.8	9.5	5.3	6.1	3.9	0.0	8.2	4.9	7.0
21 or more	3.1	0.0	3.0	2.1	4.8	4.0	4.8	5.9	4.2	2.9	4.2	3.2
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	4.0	6.0	5.0	7.0	4.5	5.0	5.0	5.0	3.5	5.0	5.0	5.0
Mean	5.8	7.2	6.3	7.7	6.8	7.0	7.3	7.0	5.2	7.0	6.8	7.1

*Includes Baptists, Episcopalians, Methodists, Presbyterians.

**"Other" contains "None" in 1986.

***Does not include respondents who headed a state higher education system containing multiple institutional types.

****Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Presently holds tenure as a faculty member												
Yes	87.6	68.9	62.7	27.2	45.2	26.4	15.5	12.4	44.7	21.9	36.0	27.3
No	12.4	31.1	37.3	72.8	54.8	73.6	84.5	87.6	55.3	78.1	64.0	72.8
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Currently serves on a corporate board												
Yes	65.3	74.6	38.5	48.2	31.0	37.8	28.2	39.7	27.3	29.1	34.8	41.7
No	34.7	25.5	61.5	51.8	69.1	62.3	71.8	60.3	72.7	70.9	65.2	58.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Immediate prior position												
President/CEO	36.8	38.4	27.5	24.0	22.6	22.4	27.6	13.9	12.8	14.5	27.8	21.3
Senior executive	11.8	19.2	22.5	29.9	12.9	25.2	24.0	32.9	19.1	16.9	21.5	24.3
Chief academic officer	27.9	12.3	30.1	13.7	30.6	18.4	24.3	11.4	12.8	11.2	25.8	14.8
Executive/administrative	2.9	1.4	6.4	4.9	11.3	8.0	7.2	7.6	14.9	11.2	7.1	7.7
Dean	14.0	17.8	8.1	7.4	11.3	10.6	12.1	13.9	27.7	16.1	12.1	12.0
Chair/faculty	4.4	5.5	3.0	9.3	3.2	5.9	1.3	5.1	4.3	10.0	2.2	7.5
Outside higher education	2.2	5.5	2.5	10.8	8.1	9.6	3.5	15.2	8.5	20.1	3.6	12.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in prior position												
Less than five	52.9	58.9	57.7	56.4	54.8	52.4	57.3	50.0	61.7	53.3	56.9	53.6
6–10	36.8	31.5	32.5	36.1	35.5	33.1	30.5	40.9	25.5	24.7	31.7	32.3
11–15	6.6	8.2	7.3	4.0	9.7	8.9	8.4	5.7	12.8	13.1	8.2	8.6
16–20	2.2	1.4	1.7	2.5	0.0	2.6	2.6	1.1	0.0	6.2	2.1	3.2
21 or more	1.5	0.0	0.9	1.0	0.0	3.1	1.2	2.3	0.0	2.7	1.0	2.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0
Mean	6.2	5.6	5.7	5.6	5.4	6.4	6.0	6.5	5.6	7.2	5.9	6.4
Place of prior position												
Same institution	26.0	12.7	26.8	21.8	31.7	20.3	26.7	19.7	45.5	36.8	27.4	24.0
Different institution	74.0	87.3	73.2	78.2	68.3	79.7	73.3	80.3	54.6	63.2	72.6	76.0
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Tenure as faculty member in prior position												
Yes	86.0	60.8	65.1	33.5	60.7	35.3	20.4	16.3	50.0	26.5	40.4	33.1
No	14.0	39.2	34.9	66.5	39.3	64.7	79.6	83.7	50.0	73.5	59.6	66.9
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Second prior position												
President/CEO	9.2	8.3	6.7	13.0	5.9	8.0	11.1	4.5	9.3	6.5	9.7	8.4
Senior executive	11.8	12.5	15.4	15.2	19.6	14.5	12.5	7.6	7.0	7.9	13.1	12.4
Chief academic officer	15.1	12.5	15.4	17.4	5.9	11.4	16.1	6.1	4.7	4.2	14.9	10.6
Executive/administrative	9.2	8.3	15.9	15.8	21.6	13.0	15.3	21.2	16.3	13.9	15.1	14.0
Dean	31.1	19.4	30.8	10.3	31.4	17.4	25.1	16.7	18.6	13.0	27.0	15.0
Chair/faculty	15.1	30.6	9.6	15.2	9.8	20.5	13.0	13.6	20.9	25.0	12.8	20.8
Outside higher education	8.4	8.3	6.3	13.0	5.9	15.3	6.8	30.3	23.3	29.6	7.5	18.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in second prior position												
Less than five	64.4	50.7	68.6	59.2	60.3	57.1	70.0	56.1	65.9	57.1	68.4	57.0
6–10	25.8	38.4	22.7	29.3	27.6	30.3	24.8	30.5	25.0	31.3	24.7	31.0
11–15	6.8	8.2	7.3	5.8	8.6	9.6	3.4	4.9	4.6	8.6	4.9	8.2
16–20	0.8	2.7	0.9	4.2	1.7	2.2	1.1	3.7	2.3	2.2	1.1	2.7
21 or more	2.3	0.0	0.5	1.6	1.7	0.7	0.8	4.9	2.3	0.9	1.0	1.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	4.0	5.0	4.0	5.0	5.0	5.0	4.0	5.0	4.0	5.0	4.0	5.0
Mean	5.4	6.1	4.9	5.8	5.8	6.0	4.9	6.9	5.4	6.0	5.0	6.0
Tenure as faculty member in second prior position												
Yes	84.1	7.4	62.8	33.2	52.8	40.0	23.1	25.9	44.4	23.0	40.5	35.7
No	15.9	92.6	37.2	66.8	47.2	60.1	76.9	74.1	55.6	77.0	59.5	64.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty												
0	6.8	13.7	18.0	31.0	21.7	30.3	34.3	43.2	34.0	37.2	27.7	32.1
1–5	12.8	15.1	19.7	23.4	30.0	16.8	28.4	14.8	14.9	17.4	24.0	17.9
6–10	15.8	13.7	24.0	19.8	11.7	23.1	23.2	18.2	12.8	15.9	21.5	19.6
11–15	12.0	16.4	15.5	10.2	16.7	13.1	8.2	13.6	10.6	10.9	10.6	12.3
16–20	15.8	9.6	12.0	9.6	15.0	8.4	3.2	4.6	6.4	7.4	7.1	8.1
21 or more	36.8	31.5	10.7	6.1	5.0	8.4	2.6	5.7	21.3	11.2	9.0	10.0
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	16.0	14.0	8.0	5.0	4.5	6.0	3.0	3.0	8.0	4.0	5.0	6.0
Mean	16.3	13.9	9.6	7.4	8.0	8.0	5.0	5.5	9.2	7.7	7.6	8.1
Out of the job market for personal/family reasons												
Yes	2.1	3.7	6.2	7.8	9.5	4.3	10.7	8.1	12.0	5.8	8.7	5.6
No	97.9	96.3	93.8	92.2	90.5	95.7	89.3	91.9	88.0	94.2	91.3	94.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C (continued)

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Number of years out of the job market												
0–2	100.0	100.0	98.3	98.0	95.5	98.7	97.2	98.4	92.0	96.9	97.5	98.2
3–4	0.0	0.0	0.6	0.7	0.0	1.3	1.0	1.6	8.0	2.1	1.0	1.3
5–6	0.0	0.0	0.6	0.0	2.3	0.0	0.6	0.0	0.0	0.5	0.6	0.1
More than 6	0.0	0.0	0.6	1.4	2.3	0.0	1.2	0.0	0.0	0.5	1.0	0.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of times presidential finalist												
None	68.1	74.3	61.6	74.2	70.3	74.3	67.3	76.8	85.1	87.7	67.1	77.7
1–2	20.3	18.9	20.7	18.2	20.3	15.6	17.8	13.4	14.9	10.7	18.7	15.0
3–4	9.4	4.1	11.2	5.3	7.8	8.9	10.3	8.5	0.0	1.2	9.8	6.0
More than 4	2.2	2.7	6.6	2.4	1.6	1.2	4.6	1.2	0.0	0.4	4.4	1.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
Mean	1.2	0.8	1.8	0.9	1.1	0.9	1.4	1.0	0.5	0.3	1.4	0.7
Number of years employed outside higher education												
None	39.0	55.4	56.2	46.7	47.0	49.3	46.5	28.8	43.9	25.8	49.8	41.8
1–2	9.8	9.2	8.4	7.7	23.5	9.2	10.8	6.8	4.9	7.7	10.6	8.3
3–5	14.8	9.2	17.4	13.6	11.8	14.6	18.5	16.4	12.2	14.9	17.3	14.2
6–10	10.7	15.4	8.0	14.8	15.7	12.1	14.4	21.9	7.3	16.7	12.5	14.8
11–15	1.6	4.6	6.0	8.9	2.0	7.0	5.0	9.6	4.9	10.4	4.6	8.2
16–20	0.0	3.1	1.0	3.0	0.0	3.0	2.2	5.5	7.3	6.3	1.8	4.0
21 or more	4.1	3.1	3.0	5.3	0.0	4.8	2.6	11.0	19.5	18.1	3.4	8.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	0.0	0.0	0.0	1.0	1.0	1.0	1.0	5.0	3.0	6.0	1.0	2.0
Mean	2.8	3.9	3.2	5.0	2.3	4.6	3.8	20.0	9.2	9.8	3.8	7.1
Highest degree earned												
Bachelor's	0.0	0.0	0.0	0.3	0.0	1.2	0.0	7.6	2.1	8.4	0.1	2.7
Master's	0.7	2.7	2.9	8.7	1.6	6.3	10.3	31.5	25.5	31.8	7.9	13.1
Ph.D.	80.1	74.3	77.4	68.6	64.5	69.8	45.6	31.5	31.9	11.7	56.4	56.8
Ed.D.	3.7	2.7	15.1	11.5	27.4	14.4	43.0	21.7	8.5	11.7	30.7	13.8
M.D.	2.9	2.7	0.8	0.3	0.0	0.0	0.0	0.0	27.7	3.2	1.6	0.8
Other health degree	0.0	1.4	0.0	0.0	0.0	0.0	0.0	2.2	2.1	3.9	0.1	0.9
J.D. or other law degree	10.3	10.8	2.5	3.4	6.5	4.2	1.0	1.1	2.1	8.4	2.7	4.9
Other	2.2	5.4	1.3	3.9	0.0	4.2	0.1	4.3	0.0	20.8	0.6	6.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Degree from a single-sex college												
Yes	14.7	27.8	9.6	30.1	14.6	22.1	7.0	14.3	30.4	14.8	9.5	21.6
No	85.3	72.2	90.4	69.9	85.4	77.9	93.0	85.7	69.6	85.3	90.5	78.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Major field of study of highest degree												
Agriculture/ natural resources	3.0	0.0	0.9	0.0	2.7	0.2	0.9	0.0	2.1	0.0	1.3	0.1
Biological sciences	6.7	1.4	1.7	1.5	6.8	1.2	2.2	0.0	2.1	0.0	2.9	0.9
Education	8.9	5.6	27.5	29.0	31.5	29.9	72.4	50.6	21.3	15.4	51.6	26.1
Engineering	11.1	8.3	3.4	0.5	1.4	0.7	0.7	1.3	6.4	4.7	2.7	2.2
Health profession	0.0	1.4	0.9	0.5	0.0	0.7	0.4	2.6	0.0	3.9	0.4	1.7
Humanities/fine arts	14.1	15.3	14.2	19.0	13.7	21.9	5.5	9.1	8.5	17.3	8.9	18.6
Law	11.1	11.1	2.6	3.0	5.5	3.8	1.0	1.3	2.1	5.1	2.8	4.2
Medicine	2.2	1.4	0.4	0.5	0.0	0.0	0.0	1.3	27.7	3.5	1.4	1.2
Physical/natural sciences	11.1	12.5	9.4	2.0	20.5	4.9	2.2	1.3	2.1	0.4	5.8	3.5
Religion/theology	0.0	11.1	0.4	12.0	0.0	9.9	0.0	7.8	0.0	26.8	0.1	14.3
Social sciences	20.0	20.8	22.7	18.0	12.3	15.5	5.7	5.2	6.4	8.3	11.2	13.7
Other	11.9	11.1	15.9	14.0	5.5	11.3	8.9	19.5	21.3	14.6	10.9	13.6
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Trained and certified as a religious professional												
Yes	2.1	18.2	3.6	39.6	0.0	27.2	4.0	41.9	0.0	41.6	3.3	31.3
No	97.9	81.8	96.4	60.4	100.0	72.8	96.0	58.1	25.0	58.4	96.7	68.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Travels on college business												
Yes	99.0	100.0	99.4	99.3	100.0	99.4	99.2	95.3	100.0	100.0	99.3	99.2
No	1.0	0.0	0.6	0.7	0.0	0.6	0.8	4.7	0.0	0.0	0.7	0.8
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Annual in-state travel (in days) for those who travel in state												
10 days or fewer	2.2	32.0	6.2	18.8	4.7	19.6	9.4	27.6	31.8	41.3	8.3	26.3
11–30 days	32.6	48.0	36.7	43.6	34.9	36.8	58.2	31.0	36.4	36.0	49.1	39.1
31–60 days	38.0	14.0	37.9	21.1	44.2	24.1	23.5	22.4	27.3	14.5	29.3	20.3
61 days or more	27.2	6.0	19.3	16.5	16.3	17.5	8.9	19.0	4.6	8.1	13.4	14.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median days	45.0	20.0	40.0	25.0	40.0	30.0	25.0	27.5	17.5	20.0	30.0	25.0
Mean days	52.5	25.7	47.1	37.4	43.7	40.4	33.9	40.2	23.1	24.8	39.4	34.9
Annual out-of-state travel (in days) for those who travel out of state												
10 days or fewer	22.8	18.2	47.8	22.1	61.0	14.0	69.1	43.4	31.8	30.3	57.8	22.1
11–30 days	55.4	30.9	45.3	57.4	34.2	50.3	29.6	41.5	50.0	47.2	36.7	48.7
31–60 days	18.5	38.2	6.2	17.7	4.9	27.2	1.1	13.2	13.6	17.4	4.7	22.8
61 days or more	3.3	12.7	0.6	2.9	0.0	8.5	0.2	1.9	4.6	5.1	0.8	6.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	20.0	34.0	14.0	25.0	10.0	27.5	10.0	15.0	20.0	20.0	10.0	24.0
Mean	25.0	37.6	16.2	24.9	13.9	33.0	10.5	21.5	22.6	24.9	13.9	28.9

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

Category	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Annual international travel (in days) for those who travel internationally												
10 days or fewer	75.0	57.1	88.5	80.0	90.6	85.0	98.2	86.5	100.0	79.0	92.4	80.3
11-30 days	23.8	40.8	10.8	18.2	9.4	13.7	1.8	13.5	0.0	19.6	7.3	18.3
31 days or more	1.2	2.0	0.7	1.8	0.0	1.3	0.0	0.0	0.0	1.5	0.3	1.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	8.0	10.0	5.0	7.0	1.0	5.0	1.0	5.0	4.5	5.0	4.0	5.0
Mean	14.6	11.5	5.4	8.5	3.8	6.9	1.9	3.3	4.3	7.9	4.7	7.6
Priorities for use of time												
Planning	69.4	73.2	64.3	77.6	54.5	77.3	73.7	71.9	88.0	77.1	70.7	76.6
Fund raising	77.6	89.3	62.0	92.5	63.6	88.7	30.3	64.1	56.0	67.2	44.9	82.0
Personnel issues	30.6	33.9	50.9	44.2	52.3	48.2	65.5	56.3	64.0	49.5	57.7	47.4
Budget	49.0	42.9	50.9	44.9	34.1	51.5	49.4	59.4	52.0	52.1	48.9	50.4
Community relations	38.8	17.9	53.8	49.7	50.0	32.7	62.4	21.9	20.0	22.4	56.0	31.4
Academic programs	34.7	39.3	26.9	26.5	31.8	28.8	26.5	40.6	24.0	41.7	27.8	33.3
Preparing for board meetings	18.4	30.4	27.5	24.5	34.1	26.2	38.0	28.1	12.0	25.0	32.5	26.0
Meeting with legislators/ political leaders	39.8	5.4	28.7	3.4	22.7	1.0	20.7	4.7	24.0	2.6	24.8	2.5
Student issues	12.2	7.1	15.2	5.4	11.4	14.6	5.6	21.9	36.0	17.7	9.6	13.7
Athletics	13.3	5.4	5.3	0.7	11.4	1.3	1.0	0.0	0.0	0.5	3.8	1.2
Other	7.1	10.7	7.0	12.9	6.8	7.4	5.2	7.8	8.0	8.9	6.0	9.1
Other activities												
Team-teach a course	25.5	10.7	9.4	10.2	13.6	11.7	8.0	7.8	12.0	14.1	10.8	11.6
Conduct research in academic discipline	17.3	16.1	9.4	8.8	9.1	12.9	3.8	9.4	28.0	20.3	7.5	13.9
Guest lecture	76.5	57.1	60.2	59.2	47.7	57.3	48.8	43.8	84.0	55.2	55.4	56.0
Write for popular media publication	72.4	58.9	59.1	53.7	38.6	49.5	34.9	29.7	56.0	34.4	45.1	45.6
Solo teach a course	18.4	17.9	15.2	19.0	27.3	27.5	19.5	14.1	16.0	35.4	18.8	26.0
Speak at national/ international meetings	80.6	78.6	64.9	51.7	43.2	57.0	19.4	31.3	76.0	60.9	56.7	56.4
Write about academic discipline for scholarly publications	28.6	28.6	17.0	15.6	11.4	16.5	8.8	6.3	40.0	26.0	13.9	18.8
Other	10.2	7.1	4.7	8.2	11.4	8.7	11.0	10.9	8.0	12.0	9.6	9.5

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX C *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1998

Category	Institutional Type and Control											
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Additional training/experience desired prior to assuming position												
Fund raising	52.0	32.1	54.4	51.7	59.1	52.1	55.4	57.8	44.0	62.5	54.7	53.6
Financial management	25.5	46.4	32.2	51.7	29.5	45.0	34.1	56.3	40.0	47.9	32.7	48.0
Experience as faculty member	4.1	5.4	7.6	8.8	6.8	8.7	8.8	14.1	20.0	8.9	8.3	9.0
Publications	3.1	1.8	2.9	4.8	4.5	8.1	7.2	3.1	8.0	7.3	5.7	6.4
Public speaking	20.4	7.1	15.2	10.9	15.9	12.9	16.1	15.6	12.0	10.9	16.3	11.8
Administration	6.1	7.1	3.5	8.8	6.8	6.5	5.2	4.7	8.0	9.9	5.1	7.7
Personnel issues	16.3	26.8	14.0	21.1	22.7	27.8	21.3	20.3	40.0	33.9	19.9	27.3
Intercollegiate athletics	30.6	12.5	19.3	15.0	27.3	11.3	9.6	6.3	4.0	1.6	14.8	9.2
Working with governing board	26.6	21.4	29.2	27.9	25.0	37.9	39.4	26.6	28.0	38.5	34.9	34.0
Working with legislators and policy makers	28.6	21.4	31.0	17.0	31.8	12.9	43.0	12.5	32.0	16.7	37.9	15.2
Conflict management	16.3	12.5	24.0	18.4	27.3	22.3	26.1	20.3	16.0	26.6	24.3	21.7
Strategic planning	20.4	28.6	21.1	33.3	34.1	43.0	30.7	42.2	20.0	51.6	27.4	42.2
Collective bargaining	13.3	5.4	15.2	4.8	6.8	4.5	16.3	10.9	12.0	2.6	15.1	4.7
Negotiation skills	9.2	7.1	7.0	8.2	18.2	12.0	14.9	12.5	16.0	12.0	12.8	10.9
Federal/state policy issues	14.3	10.7	17.0	12.9	18.2	12.9	16.7	15.6	20.0	12.5	16.6	12.9
Employment outside higher education	2.0	1.8	4.7	2.0	2.3	3.9	5.2	1.6	12.0	2.6	4.8	2.9

Appendix D
Characteristics of Presidents by Institutional Type and Control: 1986

Highlights

(Note: Appendix D is a companion to Appendix C and provides comparative data for 1986. Highlights are provided as a comparison to those provided for Appendix C.)

- In 1986, women were most highly represented among presidents of private two-year institutions (22 percent) and private baccalaureate institutions (17 percent). Fewer than 10 percent of presidents of the different types of public institutions were women.
- In 1986, African Americans were most highly represented among presidents of public master's institutions (14 percent). Only 3 percent of presidents of public baccalaureate institutions were African American.
- In 1986, Hispanics were most highly represented among presidents of private two-year institutions (7 percent) and public baccalaureate institutions (6 percent).
- Except at two-year institutions, presidents of private institutions in 1986 were more likely than presidents of public institutions to have been recruited from within their institutions.
- Except at two-year institutions, presidents of public institutions in 1986 were more likely than presidents of private institutions to also hold tenure as a faculty member.

APPENDIX D

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986*

Category	Institutional Type and Control									
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Sex										
Men	95.7	97.1	91.8	87.6	91.4	83.4	94.2	78.2	95.2	93.0
Women	4.3	2.9	8.2	12.4	8.6	16.6	5.8	21.8	4.8	7.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Race/ethnicity										
African American	2.1	1.4	13.7	3.4	2.9	5.3	4.3	1.6	0.0	2.2
Asian American	0.0	0.0	1.0	0.0	0.0	0.2	0.7	0.0	0.0	0.0
Caucasian	97.2	98.6	82.7	93.2	88.5	94.1	91.9	88.7	97.6	94.3
Hispanic	0.7	0.0	2.6	2.6	5.7	0.4	2.4	7.3	2.4	2.6
American Indian	0.0	0.0	0.0	0.4	2.9	0.0	0.7	2.4	0.0	0.9
No response	0.0	0.0	0.0	0.4	0.0	0.0	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Age (in years)										
31–40	1.4	1.5	2.7	4.4	2.9	5.0	5.1	4.4	2.6	8.7
41–50	25.2	19.1	39.7	30.0	26.5	36.8	42.4	37.2	23.7	38.0
51–60	53.3	52.9	44.0	44.4	64.7	46.4	42.4	37.2	60.5	37.2
61–70	20.1	26.5	12.9	20.3	5.9	11.6	10.0	21.2	13.2	13.8
71 or older	0.0	0.0	0.7	0.9	0.0	0.2	0.1	0.0	0.0	2.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	54.0	56.0	52.2	54.0	54.5	52.0	51.0	53.0	55.0	52.0
Mean	54.5	55.9	52.5	53.8	53.2	51.9	51.2	52.6	54.4	51.8
Marital status										
Married	93.7	84.1	92.4	69.0	91.3	78.2	91.5	74.7	87.8	80.3
Never married	0.7	5.8	3.0	9.9	0.0	5.1	1.5	9.8	4.9	8.3
Never married (religious order)	2.1	8.7	0.3	18.9	0.0	11.8	0.4	10.6	0.0	8.7
Separated	0.7	0.0	0.3	0.9	2.9	0.4	0.9	0.0	2.4	0.9
Divorced	2.1	1.4	3.0	0.4	2.9	3.4	5.1	4.1	4.9	1.8
Widow/widower	0.7	0.0	1.0	0.9	2.9	1.1	0.6	0.8	0.0	0.0
Total**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse is employed										
At the same institution	8.9	8.6	6.0	12.6	3.0	18.8	5.1	18.4	16.2	9.2
At another institution/organization	17.0	20.7	24.8	17.0	27.3	20.2	47.3	19.6	21.6	31.0
Self-employed	5.9	10.3	7.8	5.0	9.1	4.9	7.8	12.0	5.4	9.8
No	68.2	60.4	61.4	65.4	60.6	56.1	39.8	50.0	56.8	50.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*This appendix uses some categories developed for the 1986 report that may not be comparable to those found in the other appendices in this report.

**Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX D *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986*

Category	Institutional Type and Control									
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Religious preference										
Baptist	3.9	3.1	12.1	10.1	3.0	9.7	13.8	10.6	0.0	6.4
Eastern Orthodox	0.8	1.6	0.7	0.4	0.0	0.2	0.4	0.0	2.8	0.4
Episcopal	14.0	9.4	11.0	2.6	9.1	6.0	4.6	3.2	2.8	6.4
Jewish	7.0	6.3	2.5	2.2	9.1	1.5	2.0	3.2	8.3	6.4
Methodist	8.5	9.4	15.6	8.8	6.1	14.3	18.0	14.6	11.1	4.1
Presbyterian	14.0	7.8	8.9	8.4	21.2	12.1	11.3	4.9	11.1	11.4
Protestant	22.3	23.4	16.0	10.6	24.3	13.4	19.0	8.9	30.6	21.4
Roman Catholic	12.4	29.6	20.8	46.3	15.1	24.7	18.0	38.3	22.2	28.0
Other	17.1	9.4	12.4	10.6	12.1	18.1	12.9	16.3	11.1	15.5
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
President reports to										
Chancellor	35.5	1.5	48.7	3.5	42.9	1.7	31.8	7.3	45.2	7.0
Governing board	61.7	95.6	48.7	94.8	51.4	98.1	62.6	91.9	35.7	91.7
State commissioner, church representative, or other official	2.8	2.9	2.6	1.7	5.7	0.2	5.6	0.8	19.1	1.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in current position										
0	14.2	4.3	13.4	10.7	14.4	10.0	12.8	15.3	19.1	18.3
1	13.5	10.1	11.1	8.6	17.1	8.7	10.4	12.9	11.9	10.4
2	10.6	13.0	11.4	6.0	5.7	10.2	9.4	5.7	7.1	10.0
3	5.0	2.9	10.1	5.1	11.4	9.6	8.6	12.1	16.7	8.3
4	12.4	5.8	5.9	5.2	5.7	8.7	7.2	6.5	4.8	9.6
5	9.2	8.7	6.2	7.3	11.4	7.2	6.4	4.8	9.5	7.4
6–10	24.1	24.9	25.6	27.1	14.3	26.6	22.7	15.3	21.4	20.0
11–15	6.4	15.9	7.8	19.7	17.1	11.1	11.7	12.9	7.1	10.4
16–20	3.5	7.2	6.9	6.9	2.9	6.0	7.5	2.4	2.4	3.9
21 or more	1.4	7.2	1.6	3.4	0.0	1.9	3.3	12.1	0.0	1.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	4.0	6.0	4.0	7.0	4.0	5.0	5.0	4.0	3.0	4.0
Mean	5.1	8.2	5.7	7.6	5.1	6.3	6.5	7.7	4.6	5.3
Presently holds a tenured position										
Yes	84.6	64.2	56.9	30.7	25.7	25.0	20.6	18.9	61.9	30.5
No	15.4	35.8	43.1	69.3	74.3	75.0	79.4	81.1	38.1	69.5
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Currently serves on a corporate board										
Yes	66.0	60.9	41.2	48.1	28.6	37.3	26.0	25.8	38.1	25.7
No	34.0	39.1	58.8	51.9	71.4	62.7	74.0	74.2	61.9	74.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* This appendix uses some categories developed for the 1986 report that may not be comparable to those found in the other appendixes in this report.

APPENDIX D *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986*

Category	Institutional Type and Control									
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Immediate prior position										
President	31.5	26.1	20.3	18.1	11.4	13.5	19.3	5.8	7.1	10.6
Executive vice president	12.9	14.5	6.9	13.8	0.0	7.9	8.7	12.4	11.9	6.2
Assistant to the president	0.0	2.9	2.3	3.9	5.7	3.0	1.6	1.6	0.0	0.4
Vice president for academic affairs/ chief academic officer	21.4	23.2	33.3	16.0	28.6	18.7	28.1	11.6	2.4	11.0
All other vice presidents	2.1	2.9	11.4	9.0	11.4	11.8	10.0	10.7	2.4	6.6
Deans or their associates	16.4	18.8	11.4	11.6	28.6	16.1	14.9	17.4	38.1	17.6
All others	15.7	11.6	14.4	27.6	14.3	29.0	17.4	40.5	38.1	47.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in prior position										
0–5	64.3	63.8	65.2	63.1	54.2	59.4	63.6	60.9	66.6	52.3
6–10	31.4	29.0	27.4	27.2	42.9	27.6	27.6	28.3	26.2	29.8
11–15	2.9	5.8	5.6	6.6	2.9	7.8	6.6	5.8	2.4	10.7
16–20	0.7	0.0	1.5	1.8	0.0	4.1	1.8	3.3	0.0	3.6
21 or more	0.7	1.4	0.3	1.3	0.0	1.1	0.4	1.7	4.8	3.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	4.0	4.0	5.0	5.0	5.0	4.0	4.0	5.0	5.0
Mean	5.0	5.0	5.0	5.5	5.0	6.0	5.3	6.0	5.9	6.8
Place of prior position										
Same institution	26.4	37.7	25.6	31.9	22.9	23.9	26.5	24.6	22.5	32.4
Different institution	73.6	62.3	74.4	68.1	77.1	76.1	73.5	75.4	77.5	67.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Tenured as faculty member in prior position										
Yes	79.5	69.6	58.6	40.9	40.0	37.1	25.9	27.4	52.5	30.5
No	23.5	30.4	41.4	59.1	60.0	62.9	74.1	72.6	47.5	69.5
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Second prior position										
President	10.1	4.3	6.3	4.4	0.0	4.1	7.8	1.7	2.6	5.5
Executive vice president	6.5	2.9	3.6	6.6	5.7	4.1	2.7	2.6	2.6	0.9
Assistant to the president	2.9	0.0	5.9	4.9	2.9	3.9	3.0	0.9	2.6	1.4
Vice president for academic affairs/ chief academic officer	7.9	8.7	15.8	11.0	8.6	6.7	13.6	4.3	7.7	3.7
All other vice presidents	5.0	8.7	13.2	8.8	5.7	9.5	8.3	2.5	5.1	3.7
Deans or their associates	31.6	24.6	24.8	19.8	20.0	16.9	23.4	18.0	20.5	17.1
All others	36.0	50.8	30.4	44.5	57.1	54.8	41.2	70.0	58.9	67.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* This appendix uses some categories developed for the 1986 report that may not be comparable to those found in the other appendices in this report.

APPENDIX D *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986*

Category	Institutional Type and Control									
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Number of years in second prior position										
0-5	68.1	70.6	74.4	70.8	60.0	63.4	73.2	63.8	54.1	63.2
6-10	25.4	19.1	20.8	23.0	17.1	28.1	21.8	25.0	29.7	26.9
11-15	2.9	5.9	3.4	4.9	20.0	6.1	3.4	6.0	8.1	5.2
16-20	2.9	2.9	0.7	0.4	2.9	1.7	1.4	5.2	2.7	3.3
21 or more	0.7	1.5	0.7	0.9	0.0	0.7	0.2	0.0	5.4	1.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	4.0	4.0	3.0	4.0	5.0	4.0	4.0	4.0	5.0	5.0
Mean	5.1	5.2	4.5	4.8	6.0	5.3	4.4	5.2	6.8	5.7
Tenured in second prior position										
Yes	80.0	74.2	62.1	41.7	50.0	39.2	28.3	25.4	65.8	25.3
No	20.0	25.8	37.9	58.3	50.0	60.8	71.7	74.6	34.2	74.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty										
0	11.3	10.1	21.9	25.4	25.7	33.6	18.8	38.2	28.6	39.1
1-5	17.0	24.6	23.5	28.1	28.5	16.7	36.1	26.0	19.0	15.1
6-10	34.8	30.6	29.4	21.1	20.0	23.6	31.7	22.0	19.0	24.9
11-15	19.1	18.8	15.7	14.7	22.9	15.4	9.7	6.5	11.9	11.6
16-20	12.8	5.8	8.5	6.0	0.0	8.1	3.0	4.9	16.7	7.1
21 or more	5.0	10.1	1.0	4.7	2.9	2.6	0.7	2.4	4.8	2.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	9.0	7.0	6.0	5.0	5.0	5.0	5.0	3.0	6.0	4.0
Mean	9.4	9.4	6.8	6.7	6.1	6.6	5.6	4.8	8.6	5.7
Highest degree earned										
Bachelor's	0.0	0.0	0.3	1.7	0.0	1.7	0.5	5.7	7.1	3.1
Master's	1.4	7.2	2.9	9.0	14.3	11.3	14.9	37.8	9.5	16.7
Ph.D.	80.1	72.4	71.7	70.8	65.7	64.0	38.7	33.1	28.6	37.1
Ed.D.	5.0	2.9	20.6	9.5	17.1	12.6	43.3	21.0	11.9	10.1
M.D.	4.3	4.4	0.0	0.4	0.0	0.4	0.2	0.0	12.9	5.3
Other professional degree	1.4	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.2
J.D.	6.4	5.8	2.9	1.7	2.9	3.4	0.9	0.8	0.0	6.6
Religious degree	1.4	5.8	1.6	6.9	0.0	6.6	1.5	1.6	0.0	18.9
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* This appendix uses some categories developed for the 1986 report that may not be comparable to those found in the other appendixes in this report.

APPENDIX D *(continued)*

Characteristics of Presidents by Institutional Type and Control, by Percentage: 1986*

Category	Institutional Type and Control									
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Major field of study of highest degree										
Agriculture/natural resources	4.3	0.0	1.0	0.4	0.0	0.0	0.5	0.0	0.0	0.9
Biological sciences	4.3	5.8	3.4	2.2	8.6	2.0	2.0	0.0	0.0	0.0
Education	10.1	11.6	36.9	30.3	31.3	27.6	77.0	48.3	17.1	19.2
Engineering	6.5	7.2	2.4	1.8	2.9	0.4	1.0	2.5	7.3	2.7
Health professions	0.7	1.4	0.3	0.4	0.0	0.2	0.0	0.0	0.0	1.3
Humanities/fine arts	15.8	21.8	20.8	24.0	25.7	26.3	7.6	16.4	4.9	14.7
Law	7.2	5.8	3.0	1.8	2.9	3.9	0.9	0.0	2.4	7.6
Medicine	5.0	4.3	0.3	0.4	0.0	0.4	0.1	0.8	43.8	8.5
Physical/natural sciences	13.7	14.5	7.1	5.8	0.0	5.7	1.5	4.1	9.8	2.2
Religion/theology	0.0	8.7	1.0	12.9	2.9	15.9	0.4	11.5	0.0	29.1
Social sciences	26.6	14.5	18.8	15.1	20.0	13.7	6.5	5.7	9.8	4.9
Other	5.8	4.4	5.0	4.9	5.7	3.9	2.5	10.7	4.9	8.9
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Member of a religious order										
Yes	2.2	19.4	1.4	38.1	2.9	33.9	1.6	28.6	2.7	29.2
No	97.8	80.6	98.6	61.9	97.1	66.1	98.4	71.4	97.3	70.8
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

* This appendix uses some categories developed for the 1986 report that may not be comparable to those found in the other appendices in this report.

Appendix E
Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges: 1998

Highlights

- Most historically black colleges and universities (HBCUs) (93 percent) were headed by an African American president. Most presidents of these institutions (90 percent) were men.
- The majority of Hispanic-serving institutions (HSIs) were headed by a Caucasian president; only one-third were headed by a Hispanic president. More than one in four presidents of these institutions was a woman.
- Eleven percent of presidents of HBCUs were 71 years of age or older in 1998.
- Most women's colleges (82 percent) were headed by a woman president. Most presidents of these colleges (97 percent) were Caucasian.
- Half (51 percent) of presidents of women's colleges were currently married; one-third had never been married; and 15 percent were separated/divorced. Almost one-quarter (24 percent) were trained and certified as a religious professional.
- Presidents of HBCUs and HSIs reported spending the largest amount of time on fund raising, while presidents of women's colleges spent the largest amount of time on financial management.
- Presidents of women's colleges were the least likely of all presidents to have been a president in their immediate prior position (16 percent). They also were least likely to have been recruited from within the institution (22 percent). Approximately one-quarter of the presidents of HBCUs and HSIs had been a president in their prior position, and approximately one-third had been recruited from within the institution.
- Presidents of women's colleges were most likely to have their highest degree in the humanities/fine arts (34 percent). Half the presidents of HBCUs and HSIs had their highest degree in education.

APPENDIX E

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Sex			
Men	89.7	72.4	18.0
Women	10.3	27.6	82.0
Total	**100.0**	**100.0**	**100.0**
Race/ethnicity			
African American	92.6	7.4	3.3
Asian American	0.0	0.0	0.0
Caucasian	7.4	58.2	96.7
Hispanic	0.0	32.8	0.0
American Indian	0.0	1.6	0.0
Total	**100.0**	**100.0**	**100.0**
Age (in years)			
31–40	1.8	0.9	1.8
41–50	12.5	6.5	7.0
51–60	50.0	67.6	57.9
61–70	25.0	23.2	31.6
71 or older	10.7	1.9	1.7
Total*	**100.0**	**100.0**	**100.0**
Median	57.5	57.0	58.0
Mean	58.5	57.1	57.6
Marital status			
Married	89.7	73.2	50.8
Never Married	2.9	14.6	32.8
Separated/ divorced	1.5	11.4	14.8
Widow/widower	5.9	0.8	1.6
Total	**100.0**	**100.0**	**100.0**
Spouse is employed			
At the same institution	16.4	3.4	6.5
At another institution/organization	39.3	38.2	58.1
Self-employed	1.6	14.6	16.1
No	42.6	43.8	19.4
Total*	**100.0**	**100.0**	**100.0**
Religious preference			
Protestant	79.1	36.1	42.4
Roman Catholic	10.5	45.9	49.2
Jewish/other/none**	10.4	18.1	8.5
Total	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding.

**Religious groups were combined to protect presidents' confidentiality.

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
CEO position			
Campus	97.2	76.7	93.0
Multi-campus*	0.0	12.8	7.0
Other	2.8	10.5	0.0
Total	**100.0**	**100.0**	**100.0**
Interim position			
Yes	2.8	6.9	11.6
No	97.2	93.1	88.4
Total	**100.0**	**100.0**	**100.0**
President reports to			
System head	18.8	38.0	0.0
Board of trustees/regents	76.8	59.5	98.4
State commissioner/superintendent/ church officials/other officials	4.4	2.5	1.6
Total	**100.0**	**100.0**	**100.0**
Number of years in current position			
Less than one	3.1	1.2	2.5
1	9.4	14.1	12.5
2	15.6	15.3	17.5
3	6.2	11.8	12.5
4	21.9	12.9	5.0
5	0.0	5.9	12.5
6–10	21.9	21.2	25.0
11–15	9.4	11.8	10.0
16–20	3.1	3.5	2.5
21 or more	9.4	2.4	0.0
Total*	**100.0**	**100.0**	**100.0**
Median	4.0	4.0	4.5
Mean	7.6	6.1	5.6
Presently holds tenure as faculty member			
Yes	38.2	45.5	29.5
No	61.8	54.5	70.5
Total	**100.0**	**100.0**	**100.0**
Currently serves on corporate board(s)			
Yes	46.9	25.3	52.4
No	53.1	74.7	47.6
Total	**100.0**	**100.0**	**100.0**

*Does not include respondents who headed a state higher education system containing multiple institutional types.
Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Prior position			
President/CEO	27.3	23.3	15.5
Senior executive	15.2	25.6	22.4
Chief academic officer	12.1	19.8	19.0
Executive/administrative	15.1	10.5	13.8
Dean	9.1	11.6	13.8
Chair/faculty	9.1	7.0	5.2
Outside higher education	12.1	2.3	10.3
Total*	**100.0**	**100.0**	**100.0**
Number of years in prior position			
0-5	61.0	63.3	60.3
6-10	32.8	27.4	31.0
11-15	3.1	6.8	3.5
16-20	3.1	1.7	5.2
21 or more	0.0	0.9	0.0
Total*	**100.0**	**100.0**	**100.0**
Median	4.0	5.0	4.0
Mean	5.2	5.4	5.5
Place of prior position			
Same institution	31.3	34.5	21.9
Different institution	68.7	65.5	78.1
Total	**100.0**	**100.0**	**100.0**
Tenure as faculty member in prior position			
Yes	41.5	44.9	35.6
No	58.5	55.1	64.4
Total	**100.0**	**100.0**	**100.0**
Second prior position			
President/CEO	11.9	10.3	5.7
Senior executive	23.7	15.4	7.6
Chief academic officer	8.5	14.1	13.2
Executive/administrative	11.9	21.8	20.7
Dean	18.6	21.8	26.4
Chair/faculty	10.2	12.8	17.0
Outside higher education	15.2	3.9	9.4
Total*	**100.0**	**100.0**	**100.0**

* Totals may not sum to 100.0 because of rounding.

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Number of years in second prior position			
0-5	62.3	63.6	64.3
6-10	31.2	31.8	25.0
11-15	3.3	2.7	8.9
16-20	1.6	0.9	0.0
21 or more	1.6	0.9	1.8
Total*	**100.0**	**100.0**	**100.0**
Median	4.0	5.0	4.0
Mean	5.3	5.2	5.3
Tenured in second prior position			
Yes	46.0	42.0	39.3
No	54.0	58.0	60.7
Total	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty			
0	34.3	31.2	26.2
1-5	14.9	22.1	23.0
6-10	17.9	23.8	22.9
11-15	13.4	9.0	11.5
16-20	10.5	7.4	4.9
21 or more	9.0	6.6	11.5
Total*	**100.0**	**100.0**	**100.0**
Median	6.0	4.0	6.0
Mean	8.0	6.8	7.9
Out of the job market for personal/family reasons			
Yes	2.9	10.7	9.3
No	97.1	89.3	90.7
Total	**100.0**	**100.0**	**100.0**
Number of times presidential finalist			
None	79.7	71.0	80.3
1-2	14.5	19.4	11.5
3-4	4.4	7.3	6.6
More than 4	1.4	2.4	1.6
Total*	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding.

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Number of years employed outside higher education			
None	44.4	45.5	36.5
1–2	7.4	7.3	23.1
3–5	24.1	14.6	7.7
6–10	13.0	17.3	21.1
11–15	1.9	11.8	5.8
16–20	1.8	2.7	1.9
21 or more	7.4	0.9	3.9
Total*	**100.0**	**100.0**	**100.0**
Median	2.0	2.0	1.5
Mean	5.0	4.4	4.4
Highest degree earned			
Bachelor's	0.0	0.8	1.6
Master's	5.9	12.3	8.2
Ph.D.	54.4	59.0	72.1
Ed.D.	29.4	24.6	9.8
M.D.	2.9	0.8	0.0
Other health degree	0.0	0.0	0.0
J.D.	7.4	2.5	6.6
Other	0.0	0.0	1.6
Total*	**100.0**	**100.0**	**100.0**
Degree from a single-sex college			
Yes	14.3	14.8	44.2
No	85.7	85.2	55.8
Total	**100.0**	**100.0**	**100.0**
Major field of study of highest degree			
Agriculture/natural resources	0.0	1.7	0.0
Biological sciences	3.0	2.5	0.0
Education	50.0	52.9	29.5
Engineering	0.0	2.5	0.0
Health professions	1.5	0.0	1.6
Humanities/fine arts	7.6	6.7	34.4
Law	7.6	1.7	6.6
Medicine	0.0	0.8	0.0
Physical/natural sciences	10.6	1.7	1.6
Religion/theology	3.0	2.5	4.9
Social sciences	9.1	14.3	9.8
Other	7.6	12.6	11.5
Total*	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding.

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Trained and certified as a religious professional			
Yes	8.6	14.5	23.8
No	91.4	85.5	76.2
Total	**100.0**	**100.0**	**100.0**
Travel on college business			
Yes	94.4	98.9	100.0
No	5.6	1.1	0.0
Total	**100.0**	**100.0**	**100.0**
Annual in-state travel (in days) for those who travel in state			
10 days or fewer	6.9	20.9	18.9
11–30 days	34.5	53.5	40.6
31–60 days	41.4	20.9	13.5
61 days or more	17.2	4.7	27.0
Total	**100.0**	**100.0**	**100.0**
Median	36.0	20.0	30.0
Mean	48.8	26.6	47.2
Annual out-of-state travel (in days) for those who travel out of state			
10 days or fewer	13.3	65.9	25.6
11–30 days	53.3	30.5	41.0
31–60 days	23.3	2.4	30.8
61 days or more	10.0	1.2	2.6
Total*	**100.0**	**100.0**	**100.0**
Median	25.0	10.0	25.0
Mean	34.7	13.2	28.6
Annual international travel (in days) for those who travel internationally			
10 days or fewer	85.7	84.4	85.7
11–30 days	14.3	14.1	14.3
31 days or more	0.0	1.6	0.0
Total*	**100.0**	**100.0**	**100.0**
Median	3.0	4.5	5.0
Mean	4.3	6.9	6.0

*Totals may not sum to 100.0 because of rounding.

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

APPENDIX E *(continued)*

Characteristics of Presidents of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Women's Colleges, by Percentage: 1998

Category	Historically Black Colleges & Universities	Hispanic-Serving Institutions	Women's Colleges
Priorities for use of time			
Planning	69.7	70.8	76.7
Fund raising	60.6	38.2	88.4
Personnel issues	37.6	50.6	41.9
Budget	60.6	42.7	58.1
Community relations	24.2	51.7	34.9
Academic programs	36.4	30.3	23.3
Preparing for board meetings	24.2	39.3	44.2
Meeting with legislators/political leaders	9.1	18.0	2.3
Student issues	33.3	13.5	2.3
Athletics	0.0	6.7	0.0
Other	12.1	4.5	9.3
Other activities			
Team teach a course	6.1	12.4	13.6
Conduct research in academic discipline	3.0	5.6	11.4
Guest lecture	39.4	46.1	59.1
Write for popular media publication	39.4	37.1	45.5
Solo teach a course	9.1	14.6	18.2
Speak at national/ international meetings	60.6	60.7	52.3
Write about academic discipline for scholarly publications	9.1	10.1	15.9
Other	9.1	13.5	11.4
Additional training desired prior to assuming position			
Fund raising	69.7	44.9	54.5
Financial management	45.5	43.8	56.8
Working with governing boards	42.4	43.8	45.5
Strategic planning	60.6	34.8	34.8
Working with legislators and policy makers	21.2	27.0	13.6
Personnel issues	27.3	22.5	36.4
Conflict management	27.3	30.3	22.7
Federal/state policy issues	18.2	21.3	15.9
Public speaking	3.0	20.2	15.9
Intercollegiate athletics	12.1	13.5	13.6
Negotiation skills	6.1	19.1	18.2
Collective bargaining	6.1	10.1	0.0
Experience as faculty member	0.0	10.0	10.0
Administration	3.0	10.1	15.9
Publications	6.1	9.0	15.9
Employment outside higher education	0.0	2.2	2.3

Note: Tribal schools are not included because there are too few presidents to ensure confidentiality.

Appendix F
Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type: 1998

Highlights

- One-quarter of recently hired presidents were women.
  - One-third of recently hired presidents at two-year institutions were women.
- Thirteen percent of recently hired presidents were members of a racial or ethnic minority group.
  - More than half of recently hired minority presidents were African-American; one-third were Hispanic.
- The average age of newly hired presidents was 55.1 years. Newly hired presidents in 1998 were two years older, on average, than newly hired presidents in 1995.[1]
  - Newly hired presidents of doctorate-granting institutions were the oldest, with an average age of 57.3 years.
- Twenty-nine percent of newly hired presidents had served as a president in their immediate prior position.
  - Almost four in 10 (39 percent) newly hired presidents of doctorate-granting and master's institutions had served as a president in their immediate prior position.
- About one in four newly hired presidents were recruited from within the institution.
- One in 10 newly hired presidents had been out of the job market for personal/family reasons.
  - Just 3 percent of newly hired presidents of doctorate-granting institutions had been out of the job market for personal/family reasons, and none for more than two years.
  - Newly hired presidents of two-year institutions were most likely to have been out of the job market for personal/family reasons, with 15 percent so reporting.

1 Ross, Marlene, and Madeleine F. Green. *The American College President: 1998 Edition.* Washington, DC: American Council on Education, 1998, p. 117.

APPENDIX F

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category (*n*=710)	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Sex						
Men	85.9	83.6	76.2	65.6	81.2	75.5
Women	14.1	16.4	23.8	34.4	18.8	24.5
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Race/ethnicity						
African American	8.6	10.7	4.8	7.9	5.3	7.4
Asian American	0.0	2.5	0.0	0.8	0.0	0.7
Caucasian	91.4	84.4	89.1	84.3	90.5	86.8
Hispanic	0.0	2.5	5.4	6.6	1.1	4.4
American Indian	0.0	0.0	0.7	0.4	3.2	0.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Age (in years)						
31–40	0.0	0.8	4.2	0.4	1.1	1.4
41–50	5.6	13.0	16.1	21.3	28.3	18.0
51–55	32.4	33.0	39.2	36.6	27.2	34.8
56–60	33.8	33.9	25.2	28.1	28.3	29.1
61–65	26.8	16.5	11.2	10.6	9.8	13.4
66–70	1.4	2.6	3.5	2.6	5.4	3.1
71 or older	0.0	0.0	0.7	0.4	0.0	0.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	58.0	56.0	54.0	55.0	54.0	55.3
Mean	57.3	55.7	54.3	54.6	53.9	55.1
Marital status						
Married	84.5	86.1	81.6	81.9	82.1	82.9
Never married	4.2	10.7	11.6	4.1	9.5	7.7
Separated	0.0	0.0	0.7	1.2	1.1	0.7
Divorced	8.5	2.5	4.1	11.1	6.3	7.1
Widow/widower	2.8	0.8	2.0	1.7	1.1	1.6
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse is employed						
At the same institution	23.3	14.3	21.0	2.0	11.8	12.1
At another institution/organization	15.0	26.7	22.7	19.5	39.5	34.4
Self-employed	5.0	10.5	5.0	12.2	7.9	9.0
No	56.7	48.6	51.3	36.2	40.8	44.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Religious preference						
Jewish	7.8	5.8	2.8	3.9	4.3	4.5
Protestant*	48.4	49.2	58.6	52.6	52.7	52.9
Roman Catholic	21.9	33.3	26.9	29.6	23.7	28.1
None	12.5	8.3	8.3	8.3	12.9	9.4
Other	9.4	3.3	3.5	5.7	6.5	5.2
Total	**100.0**	**100.09**	**100.0**	**100.0**	**100.0**	**100.0**
CEO position						
Campus	80.3	94.9	98.0	81.0	90.5	86.5
Multi-campus**	19.7	5.1	2.1	19.0	9.5	11.5
Total***	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Interim position						
Yes	5.6	10.8	7.5	9.4	11.5	9.1
No	94.4	89.2	92.5	90.6	88.5	90.9
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
President reports to						
System head	26.8	33.1	9.7	31.9	9.4	23.5
Board of trustees/regents	73.2	66.9	90.3	65.2	77.1	73.5
State commissioner/ superintendent/church officials/ other officials	0.0	0.0	0.0	2.9	13.5	3.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in current position						
Less than one	2.8	4.9	3.4	2.1	6.3	3.5
1	25.4	25.4	23.8	29.1	27.1	26.6
2	25.4	23.8	25.2	21.3	27.0	23.8
3	22.5	24.6	25.2	25.8	22.9	24.7
4 or more	23.9	21.3	22.5	21.7	16.7	21.3
Total	**100.0**	**100.0**	**100.**	**100.0**	**100.0**	**100.0**
Median	2.0	2.0	2.0	2.0	2.0	2.0
Mean	2.4	2.4	2.4	2.4	2.2	2.4
Presently holds tenure as a faculty member						
Yes	82.9	44.6	31.5	12.7	24.5	31.4
No	17.1	55.4	68.5	87.3	75.5	68.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Currently serves on a corporate board						
Yes	60.0	36.3	34.3	23.6	19.8	31.6
No	40.0	63.7	65.7	76.4	80.2	68.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Includes Baptists, Episcopalians, Methodists, and Presbyterians.

**Does not include respondents who headed a state higher education system containing multiple institutional types.

***Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	Total
Prior position						
President/CEO	39.4	39.2	23.1	28.0	17.0	28.6
Senior executive	14.1	26.7	28.7	33.1	14.9	26.4
Chief academic officer	21.1	17.5	23.8	16.7	6.4	17.4
Executive/administrative	4.2	4.2	6.3	4.6	14.9	6.3
Dean	16.9	5.8	9.8	10.9	22.3	12.0
Chair/faculty	1.4	1.7	2.1	3.8	8.5	3.4
Outside higher education	2.8	5.0	6.3	2.9	16.0	5.8
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years in prior position						
Less than five	53.5	57.1	55.6	57.9	57.9	56.8
6–10	35.2	34.5	31.0	28.8	27.4	30.7
11–15	8.5	5.0	9.9	7.5	8.4	7.8
16–20	2.8	2.5	2.1	2.5	4.2	2.7
21 or more	0.0	0.8	1.4	3.3	2.1	2.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	5.0	5.0	5.0	5.0	5.0
Mean	6.0	5.6	5.9	6.1	6.2	6.0
Place of prior position						
Same institution	21.1	25.0	19.9	22.9	35.9	24.3
Different institution	78.9	75.0	80.1	77.1	64.1	75.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Tenure as faculty member in prior position						
Yes	87.3	48.3	41.1	20.9	33.3	39.7
No	12.7	51.7	58.9	79.1	66.7	60.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Second prior position						
President/CEO	7.0	16.7	8.8	12.0	9.3	11.3
Senior executive	14.1	18.4	17.6	13.7	12.8	15.3
Chief academic officer	16.9	17.5	15.4	18.5	2.3	15.3
Executive/administrative	7.0	13.2	14.0	15.9	16.3	14.1
Dean	31.0	15.8	20.6	26.2	9.3	21.4
Chair/faculty	15.5	11.4	11.8	10.3	25.6	13.4
Outside higher education	8.5	7.0	11.8	3.4	24.4	9.2
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Number of years in second prior position						
Less than five	54.3	60.0	58.4	70.0	64.4	63.3
6–10	35.7	25.5	26.3	22.3	25.3	25.6
11–15	7.1	8.2	11.7	5.6	6.9	7.7
16–20	0.0	3.6	1.5	1.7	2.3	1.9
21 or more	2.9	2.7	2.2	0.4	1.2	1.6
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	5.0	5.0	5.0	4.0	4.0	5.0
Mean	5.8	5.9	6.1	5.1	5.6	5.7
Tenure as faculty member in second prior position						
Yes	81.4	49.1	43.0	27.6	27.1	40.6
No	18.6	50.9	57.0	72.4	72.9	59.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Total number of years as full-time faculty						
0	8.6	20.5	24.7	38.0	37.2	28.8
1–5	11.4	18.0	18.3	18.1	19.2	17.6
6–10	14.3	27.4	22.5	19.8	14.9	20.5
11–15	8.6	14.5	10.6	14.4	8.5	12.4
16–20	14.3	9.4	11.3	3.4	5.3	7.6
21 or more	42.9	10.3	12.7	6.3	14.9	13.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	17.0	8.0	6.5	4.0	4.0	6.0
Mean	17.1	9.6	9.3	6.3	8.1	8.9
Out of the job market for personal/family reasons						
Yes	2.9	10.4	7.5	14.7	7.4	10.1
No	97.2	89.6	92.5	85.3	92.6	89.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of years out of the job market						
0–2	100.0	94.4	95.9	95.1	94.0	95.7
3–4	0.0	1.4	3.1	2.8	3.1	2.3
5–6	0.0	1.4	0.0	1.4	1.5	0.9
More than 6	0.0	2.8	1.0	0.7	1.5	1.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Number of times a presidential finalist						
None	48.4	43.6	55.3	43.5	80.5	51.7
1–2	32.3	30.0	25.0	28.0	18.4	26.8
3–4	14.5	17.3	16.7	19.4	0.0	15.3
More than 4	4.8	9.1	3.0	9.1	1.2	6.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	1.0	1.0	0.0	1.0	0.0	0.0
Mean	1.2	1.7	1.1	1.6	0.3	1.2

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	Total
Number of years employed outside higher education						
0-2	70.6	63.5	60.6	55.8	31.2	56.2
3-5	10.3	14.8	16.1	18.9	12.9	15.8
6-10	8.8	10.4	12.4	14.6	19.4	13.5
11-15	2.9	4.4	7.3	5.2	7.5	5.6
16-20	1.5	3.5	0.7	1.7	6.5	2.5
21 or more	5.9	3.5	2.9	3.9	22.6	6.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	0.0	0.0	0.0	1.0	7.0	1.0
Mean	3.4	3.7	3.7	4.0	10.9	4.8
Highest degree earned						
Bachelor's	0.0	0.8	0.0	0.4	5.2	1.0
Master's	0.0	7.4	6.8	11.6	24.0	10.4
Ph.D.	78.9	74.4	71.2	49.2	46.9	61.2
Ed.D.	2.8	11.6	16.4	37.6	4.2	20.0
M.D.	2.8	1.7	0.0	0.0	3.1	1.0
Other health degree	0.0	0.0	0.0	0.8	2.1	0.6
J.D. or other law degree	11.3	1.7	2.7	0.0	5.2	2.8
Other	4.2	2.5	2.7	0.4	9.4	3.0
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
All degrees earned						
Associate's	1.9	6.3	4.4	20.4	5.0	10.3
Bachelor's	94.4	86.5	93.9	85.9	86.3	88.6
Master's	70.4	76.0	88.6	85.3	76.3	81.5
Ph.D.	81.5	70.8	70.2	51.8	48.8	61.7
Ed.D.	1.9	13.5	16.7	33.5	3.8	18.7
M.D.	3.7	2.1	0.0	0.0	3.8	1.3
Other health degree	3.7	0.0	0.9	2.1	2.5	1.7
J.D.	11.1	3.1	4.4	0.0	6.3	3.6
Other	14.8	11.5	12.3	5.8	23.8	11.8
Degree from a single-sex college						
Yes	15.7	16.1	19.4	6.3	21.3	14.0
No	84.3	83.9	80.6	93.7	78.7	86.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Major field of study of highest degree						
Agriculture/natural resources	0.0	0.0	1.4	0.4	0.0	0.4
Biological sciences	8.7	1.7	2.8	2.5	0.0	2.7
Education	4.3	26.7	29.4	67.4	7.3	36.8
Engineering	11.6	0.9	0.0	0.4	5.2	2.3
Health professions	0.0	1.7	2.1	1.3	5.2	2.0
Humanities/fine arts	8.7	15.5	18.2	6.3	17.7	12.4
Law	11.6	1.7	2.8	0.0	5.2	2.9
Medicine	2.9	1.7	0.0	0.4	2.1	1.1
Physical/natural sciences	10.1	6.0	4.9	2.1	1.0	4.1
Religion/theology	2.9	5.2	5.6	0.8	21.9	5.9
Social sciences	23.2	19.0	19.6	6.3	11.5	13.9
Other	15.9	19.8	13.3	12.1	22.9	15.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Trained and certified as a religious professional**						
Yes	5.8	16.1	21.7	5.9	35.5	15.3
No	94.2	83.9	78.3	94.1	64.5	84.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Travels on college business						
Yes	98.6	99.2	100.0	98.4	100.0	99.1
No	1.4	0.8	0.0	1.7	0.0	0.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Annual in-state travel (in days) of those who travel in state						
10 days or fewer	7.7	15.8	19.0	11.2	38.6	17.0
11–30 days	40.0	43.0	36.6	57.1	42.2	46.3
31–60 days	36.9	26.3	26.1	22.3	10.8	23.9
61 days or more	15.4	14.9	18.3	9.4	8.4	12.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	30.0	30.0	30.0	24.0	20.0	25.0
Mean	42.2	38.9	41.1	33.0	24.9	35.9
Annual out-of-state travel (in days) of those who travel out of state						
10 days or fewer	22.7	44.8	22.1	67.4	33.7	44.1
11–30 days	48.5	45.7	48.6	29.5	46.5	40.9
31–60 days	24.2	7.8	20.7	2.2	15.1	11.3
61 days or more	4.6	1.7	8.6	0.9	4.7	3.6
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	20.0	15.0	22.5	10.0	20.0	15.0
Mean	26.7	18.3	29.7	11.8	23.8	20.0

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

**In 1986 the question read "Member of a religious order."

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Annual international travel (in days) of those who travel internationally						
10 days or fewer	70.9	86.5	87.7	97.4	82.5	88.0
11–30 days	27.3	13.5	10.5	2.6	17.5	11.4
31 days or more	1.8	0.0	1.8	0.0	0.0	0.6
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	10.0	5.0	4.0	1.0	5.0	3.0
Mean	18.4	6.1	6.0	1.7	7.0	6.2
Priorities for use of time						
Planning	70.4	70.5	76.2	72.5	77.1	73.4
Fund raising	78.9	76.2	81.6	28.3	62.5	58.5
Personnel issues	31.0	50.0	51.0	69.7	45.8	54.7
Budget	43.7	51.6	53.1	52.5	54.2	51.8
Community relations	38.0	54.1	34.0	59.4	21.9	45.4
Academic programs	31.0	27.9	29.3	32.0	38.5	31.5
Preparing for board meetings	23.9	23.8	25.2	34.4	29.2	28.7
Meeting with legislators/ political leaders	33.8	13.9	2.7	14.3	4.2	12.4
Student issues	12.7	12.3	13.6	7.8	24.0	12.6
Athletics	14.1	2.5	2.7	0.8	1.0	2.9
Other	5.6	7.4	6.1	4.9	7.3	6.0
Other activities						
Team teach a course	21.1	8.2	8.8	7.0	14.6	10.1
Conduct research in academic discipline	16.9	9.8	15.0	5.3	22.9	11.9
Guest lecture	71.8	62.3	57.8	50.0	55.2	56.9
Write for popular media publication	63.4	52.5	46.9	34.8	34.4	43.5
Solo teach a course	14.1	15.6	28.6	14.3	28.1	19.6
Speak at national/ international meetings	73.2	59.0	49.7	45.9	68.8	55.1
Write about academic discipline for scholarly publications	29.6	17.2	19.7	8.2	27.1	17.2
Other	11.3	5.7	11.6	13.9	11.5	11.3

APPENDIX F *(continued)*

Characteristics of Newly Hired Presidents (Since January 1995) by Institutional Type, by Percentage: 1998

Category	Institutional Type					Total
	Doctorate-Granting	Master's	Baccalaureate	Two-year	Specialized	
Additional training/experience desired prior to assuming position						
Fund raising	46.5	53.3	51.0	54.1	60.4	53.4
Financial management	26.8	38.5	36.7	43.9	47.9	40.1
Experience as faculty member	4.2	8.2	8.8	9.0	14.6	9.1
Publications	1.4	3.3	10.2	9.4	4.2	6.9
Public speaking	9.9	9.8	12.9	16.8	8.3	12.8
Administration	1.4	5.7	7.5	5.7	9.4	6.2
Personnel issues	11.3	10.7	20.4	20.4	30.2	19.0
Intercollegiate athletics	28.2	17.2	19.7	11.9	3.1	15.0
Working with governing board	25.4	33.6	37.4	42.2	35.4	36.9
Working with legislators and policy makers	28.2	20.5	19.0	11.8	15.6	27.9
Conflict management	12.7	12.3	17.7	25.0	26.0	20.0
Strategic planning	16.9	28.7	35.4	29.5	39.6	30.7
Collective bargaining	11.3	13.1	4.8	17.2	3.1	11.2
Negotiation skills	8.5	9.0	12.9	17.2	11.5	13.1
Federal/state policy issues	9.9	17.2	18.4	20.5	10.4	16.9
Employment outside higher education	1.2	1.9	3.4	4.9	2.1	4.1

Appendix G
The Presidential Hiring Process by Institutional Type and Control: 1998

- More than half (59 percent) of presidents who responded thought that the search process through which they were hired was very organized. Another 30 percent thought it was fairly organized.
- Presidents of doctorate-granting institutions were most likely to report that their search process was very organized (66 percent in the public sector and 76 percent in the private sector).
- The names of public-sector presidential candidates at each type of institution were more likely to be made public than those of private-sector presidential candidates.
- The highest rate of disclosure was reported by presidents of public master's and baccalaureate institutions, where more than 80 percent of presidents reported that the names of all semi-finalists or finalists were made public.
- Three-quarters of the presidents of public-sector doctorate-granting institutions reported that either all candidates' or finalists' names were made public, compared to one-quarter of presidents of private-sector doctorate-granting institutions.
- Search consultants were used in 41 percent of presidential hirings.
- Public and private doctorate-granting institutions were most likely to use search consultants (60 percent and 58 percent, respectively).
- Public baccalaureate institutions were least likely to use search consultants (23 percent).
- One-third (32 percent) of the presidents reported seeking advice from an outside source prior to accepting their position; most often, this "outside source" was a colleague in higher education.
- Only 9 percent of the presidents negotiated major revisions to their job offers before accepting them.
- Seventy percent of the presidents received a written contract, most typically (34 percent of the cases) for three years.

APPENDIX G

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

Category	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Length of search process for current position (in months)													
0-1	9.3	5.8	5.5	8.2	11.4	8.7	11.4	10.2	13.6	11.1	10.0	9.1	9.6
2-4	26.7	44.2	24.9	43.3	25.0	42.3	39.1	32.7	18.2	40.4	33.4	41.5	37.2
5-7	47.7	42.3	45.5	31.3	45.5	35.3	36.4	38.8	40.9	28.1	40.1	33.6	37.0
8-12	14.0	5.8	20.6	14.9	15.9	11.3	11.6	14.3	18.2	19.3	14.2	13.7	14.0
13 or more	2.3	1.9	3.6	2.2	2.3	2.3	1.5	4.1	9.1	1.2	2.3	2.1	2.2
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Median	6.0	4.5	6.0	4.0	5.0	4.0	4.0	5.0	6.0	4.0	5.5	4.0	5.0
Mean	5.5	4.7	6.0	5.1	5.1	5.1	4.8	5.2	6.6	5.1	5.6	5.0	5.1
How organized was the search process													
Very organized	65.9	75.9	59.5	61.8	51.3	54.6	61.2	44.7	47.4	51.3	60.6	56.2	58.5
Fairly organized	25.3	14.8	28.5	22.1	35.9	32.5	29.2	31.9	31.6	35.9	29.0	29.9	29.4
Mixed	7.7	7.4	12.0	13.7	10.3	11.5	8.3	23.4	21.1	10.3	9.4	12.2	10.7
Fairly disorganized	1.1	0.0	0.0	2.3	2.6	1.0	0.9	0.0	0.0	1.3	0.8	1.2	1.0
Very disorganized	0.0	1.9	0.0	0.0	0.0	0.3	0.4	0.0	0.0	1.3	0.3	0.6	0.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Which candidates were made public													
All candidates	12.9	0.0	13.7	6.2	20.5	4.1	13.4	2.1	9.5	4.9	13.7	4.2	9.2
Semifinalists	4.3	3.7	12.4	2.3	18.0	3.4	12.8	8.5	4.8	3.1	11.7	3.5	7.8
Finalists	55.9	20.4	62.7	44.2	43.6	29.5	40.7	19.2	23.8	19.0	46.8	28.3	38.1
None	24.7	72.2	9.3	41.9	10.3	56.3	27.3	61.7	38.1	61.4	22.6	56.4	38.6
Unknown	2.2	3.7	1.9	5.4	7.7	6.8	5.9	8.5	23.8	11.7	5.2	7.6	6.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Confidentiality expected during hiring process													
Yes	70.0	96.0	59.5	77.1	44.7	19.4	62.9	71.1	61.1	81.2	62.1	80.6	70.7
No	30.0	4.0	40.5	23.0	55.3	80.6	37.1	28.9	38.9	18.8	37.9	19.4	29.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Confidentiality maintained as long as expected													
Yes	97.0	92.3	92.2	90.5	95.2	93.0	93.4	94.3	91.7	91.7	93.6	92.3	92.9
No	3.0	7.7	7.8	9.5	4.8	7.0	6.6	5.7	8.3	8.3	6.4	7.7	7.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

97

APPENDIX G *(continued)*

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

Category	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Search consultant used													
Yes	60.4	58.2	39.6	45.2	22.5	48.8	35.4	31.9	25.0	32.3	38.3	43.8	40.9
No	39.6	41.8	60.4	54.8	77.5	51.2	64.6	68.1	75.0	67.7	61.7	56.2	59.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Search committee included													
Administrators	80.6	64.3	84.8	72.1	72.7	68.9	7.4	59.3	60.0	59.1	76.8	66.1	72.2
Alumni/ae	81.6	66.1	71.3	62.6	63.6	64.1	23.9	31.5	48.0	37.6	43.2	55.2	49.1
Classified staff	56.1	7.1	54.4	21.8	54.5	18.4	62.2	22.2	20.0	10.5	58.3	16.6	38.8
Community members	41.8	12.5	64.3	21.8	54.5	20.4	50.8	20.4	36.0	12.2	52.3	18.1	36.3
Faculty	90.8	80.4	88.9	78.9	84.1	85.1	73.3	57.4	64.0	69.1	78.8	77.6	78.7
Foundation board members	49.0	1.8	46.8	4.8	40.9	4.9	34.9	7.4	24.0	4.4	39.0	4.7	22.9
Governing board members	79.6	96.4	81.3	90.5	79.5	95.1	78.7	87.0	68.0	86.7	79.1	91.7	85.5
Professional staff	78.6	35.7	79.5	55.1	68.2	44.3	66.5	38.9	52.0	37.6	70.2	43.8	58.1
Students	87.8	66.1	80.1	65.3	75.0	67.0	56.2	24.1	56.0	40.9	65.9	57.2	62.1
Other	3.1	1.8	4.1	3.4	2.3	6.8	7.0	5.6	24.0	3.9	6.2	5.0	5.7
As a finalist, met outside search committee													
Yes	81.9	70.9	92.5	76.8	82.5	79.8	78.3	74.5	68.4	64.2	81.7	74.5	78.3
No	18.1	29.1	7.5	23.1	17.5	20.2	21.7	25.5	31.6	35.8	18.3	25.5	21.7
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Met outside search committee with													
Administrators	49.0	17.9	77.2	63.3	65.9	64.7	53.0	48.1	28.0	40.9	59.3	56.1	38.1
Alumni/ae	55.1	30.4	59.6	46.3	45.5	44.0	16.3	16.7	20.0	17.7	31.3	35.1	33.3
Classified staff	61.2	37.5	59.1	36.1	61.4	34.0	43.2	27.8	16.0	12.2	47.2	27.4	52.0
Community members	51.0	16.1	64.9	30.6	50.0	32.4	38.2	22.2	12.0	9.4	45.0	24.5	35.5
Faculty	65.3	46.4	35.7	63.4	65.9	64.7	52.2	50.9	40.0	47.5	59.1	57.8	58.1
Foundation board members	40.8	0.0	45.6	6.1	31.8	18.2	20.3	0.4	16.0	8.0	28.3	2.8	16.4
Governing board members	64.3	38.9	71.9	61.9	56.8	63.1	56.0	46.3	40.0	42.0	59.8	56.2	58.4
Political officials	18.4	1.8	34.5	4.1	20.5	7.1	14.5	3.7	16.0	0.6	19.4	4.3	12.3
Professional staff	62.2	44.6	70.2	55.8	61.4	50.8	46.4	37.0	32.0	28.2	52.5	43.8	58.8
Students	54.1	30.4	76.0	60.5	63.6	59.2	42.8	46.3	32.0	34.3	52.5	50.9	48.7
Other	5.1	8.9	4.1	4.1	2.3	34.1	6.4	0.8	8.0	12.0	5.6	4.6	5.1

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APPENDIX G *(continued)*

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

Category	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Spouse accompanied on interview													
Yes	66.7	69.1	66.9	76.1	63.6	27.9	47.4	62.5	27.8	37.1	54.2	63.0	58.1
No	33.3	31.0	33.1	23.9	36.4	72.1	52.6	37.5	72.2	62.9	45.8	37.0	41.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Spouse was a factor in the selection													
Yes	57.1	68.3	53.6	66.3	46.9	71.8	39.5	65.6	38.9	38.9	45.1	62.2	52.7
No	42.9	31.7	46.4	33.7	53.1	28.2	60.5	34.4	61.1	61.1	54.9	37.9	47.3
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Discussed compensation with													
Attorney representing the board	3.1	1.8	2.3	1.4	4.5	4.2	8.2	5.6	0.0	4.4	6.0	3.6	4.9
Attorney representing the institution	3.1	3.6	0.6	0.6	0.0	1.9	1.8	6.0	0.0	1.1	1.6	1.5	1.5
Board compensation committee	3.1	8.9	2.3	6.1	0.0	3.6	4.8	3.7	0.0	3.3	3.7	4.4	4.1
Governing board chair	45.9	64.3	36.3	66.7	31.8	62.1	47.4	66.7	24.0	54.1	43.4	61.6	52.3
Search committee chair	11.2	28.6	14.6	27.2	9.1	32.4	9.4	25.9	12.0	24.9	10.8	28.8	19.4
Search consultant	7.1	10.7	4.7	9.5	2.3	12.6	5.0	9.3	8.0	9.9	5.1	11.0	7.9
Other	41.8	8.9	45.6	7.5	47.7	9.4	31.5	11.1	48.0	16.6	37.0	10.8	22.9
Action taken upon receipt of offer													
Accepted as offered	46.3	40.0	47.3	50.4	50.0	42.6	48.4	27.1	81.0	45.0	48.9	43.4	46.3
Made minor revisions	48.4	47.3	45.5	45.3	45.2	48.0	42.6	54.2	19.1	42.7	43.4	46.5	44.9
Negotiated major revisions	5.3	12.7	7.3	4.4	4.8	9.4	9.0	18.8	0.0	12.3	7.7	10.0	8.8
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Sought advice prior to accepting offer													
Yes	40.9	38.9	29.3	31.4	22.0	33.9	30.9	43.8	15.0	26.8	30.8	32.7	31.7
No	59.1	61.1	70.7	68.6	78.1	66.2	69.1	56.3	85.0	73.2	69.2	67.3	68.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX G *(continued)*

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Consulted with, prior to accepting offer													
Attorney	36.8	57.1	7.6	10.9	6.8	9.1	10.8	11.1	0.0	10.5	10.0	10.8	10.5
Colleague in higher education	71.1	33.3	26.9	18.4	15.9	27.2	24.5	27.8	12.0	18.2	24.5	22.2	23.6
Colleague outside higher education	7.9	14.3	4.1	2.7	2.3	4.5	1.2	7.4	4.0	6.1	2.2	4.8	3.4
Financial planner	21.1	33.3	2.9	4.1	2.3	4.2	2.2	7.4	0.0	3.9	3.0	5.0	3.9
Other	0.0	4.8	0.6	4.8	0.0	1.9	1.8	1.9	0.0	3.9	1.2	2.9	2.0
Written contract provided													
Yes	62.1	66.1	54.2	71.8	65.9	74.1	78.5	65.4	33.3	65.3	69.7	70.3	70.0
No	37.9	33.9	45.8	28.2	34.2	25.9	21.5	34.6	66.7	34.7	30.3	29.7	30.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Written contract was for how many years													
1	24.1	2.9	24.7	13.3	39.3	18.5	17.7	11.8	42.9	27.0	20.8	17.8	19.4
2	5.2	5.7	4.5	8.6	17.9	4.4	10.7	11.8	0.0	8.7	9.4	6.8	8.1
3	15.5	11.4	27.0	32.4	17.9	31.7	47.8	35.3	0.0	21.7	39.2	28.5	34.1
4	1.7	2.9	10.1	6.7	0.0	4.9	13.5	2.9	0.0	3.5	10.9	4.7	7.9
5	31.0	48.6	12.4	23.8	10.7	22.5	6.8	23.5	14.3	21.7	10.4	24.4	17.1
More than 5	3.5	8.6	2.3	4.8	0.0	6.6	1.0	5.9	0.0	4.4	1.4	5.8	3.5
Indefinite	19.0	20.0	19.1	10.5	14.3	11.5	2.6	8.8	42.9	13.0	7.9	12.0	9.9
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

APPENDIX G *(continued)*

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Conditions of employment include													
Automobile	85.7	78.6	88.9	87.1	88.6	86.7	65.3	64.8	40.0	51.9	73.0	76.2	74.9
Consulting opportunities	22.4	8.9	14.6	15.0	18.2	14.9	17.1	11.1	20.0	15.5	17.3	14.3	16.0
Deferred compensation	33.7	44.6	18.1	29.3	15.9	25.9	21.5	18.5	4.0	19.3	21.4	25.9	23.6
Driver	10.2	37.5	6.4	4.1	15.9	5.8	1.4	0.0	20.0	1.1	4.8	6.3	5.5
Entertainment budget	77.6	66.1	73.1	69.4	72.7	70.9	37.6	51.9	44.0	42.5	51.6	62.0	56.8
Evaluation	49.0	48.2	62.6	55.8	56.8	61.5	6.0	46.3	36.0	49.7	58.9	55.4	57.6
Financial planning assistance	5.1	12.5	1.2	10.2	2.3	7.1	1.0	1.9	0.0	5.0	1.6	7.2	4.3
House manager	23.5	19.6	8.2	3.4	4.5	8.4	0.4	1.9	4.0	0.0	5.0	5.8	5.4
Housing allowance	34.7	25.0	40.9	32.7	34.1	32.4	18.9	11.1	32.0	28.2	26.4	29.3	28.0
Housekeeper	60.2	58.9	48.0	30.0	52.3	43.4	2.8	24.1	16.0	6.6	21.8	31.6	26.6
Involuntary separation agreement	17.3	23.2	14.6	29.3	20.5	30.7	20.3	24.1	12.0	19.3	18.5	26.6	22.5
Life insurance	57.1	69.6	63.1	72.8	63.6	76.1	65.5	66.7	40.0	68.5	63.2	72.4	67.9
Low/no interest loan	0.0	5.4	0.0	7.5	0.0	6.1	0.2	0.0	0.0	6.6	0.1	6.0	2.9
Membership in clubs and professional associations	58.2	64.3	46.8	76.9	36.4	68.6	34.1	59.3	20.0	47.5	39.2	64.1	51.3
Merit-based salary increases	56.1	51.8	50.9	38.8	38.6	36.2	25.5	18.5	36.0	30.4	35.3	35.2	35.5
Paid corporate directorship	17.3	12.5	6.4	10.9	9.1	8.4	3.8	1.9	4.0	2.8	6.2	7.4	6.8
Pension/retirement contributions	80.6	78.6	83.6	81.0	79.5	89.0	70.5	77.8	4.0	79.6	75.4	83.5	79.7
Performance-based bonuses	7.1	12.5	5.8	16.3	13.6	10.7	4.6	24.1	4.0	19.3	5.6	15.0	10.1
Presidential house	74.5	67.9	57.3	47.6	63.6	66.3	7.8	53.7	28.0	19.3	29.3	50.5	39.5
Relocation	67.3	69.6	72.5	56.5	63.6	68.0	50.4	53.7	28.0	45.9	56.9	59.4	58.4
Sabbatical	15.3	19.6	17.5	24.5	27.3	26.2	16.9	11.1	12.0	18.2	17.2	22.4	19.8
Staff assistance for social functions	65.3	62.5	53.2	38.1	36.4	44.3	9.2	31.5	28.0	18.2	26.8	37.2	31.9
Travel expenses for spouse	48.0	53.6	33.0	34.7	22.7	51.1	9.2	18.5	8.0	23.2	20.3	39.0	29.3
Tuition assistance for family	17.3	44.6	22.2	40.1	25.0	52.4	28.5	22.2	16.0	28.2	25.4	41.4	33.1

APPENDIX G *(continued)*

The Presidential Hiring Process by Institutional Type and Control, by Percentage: 1998

	Institutional Type and Control												
	Doctorate-Granting		Master's		Baccalaureate		Two-year		Specialized		Total		
Category	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Total
Received a realistic assessment of institution's status													
Yes	85.6	83.0	81.8	73.9	84.6	79.9	82.3	60.9	72.2	82.6	82.5	78.3	80.5
No	14.4	17.0	18.2	26.1	15.4	20.1	17.7	39.1	27.8	17.4	17.6	21.7	19.5
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Received full and accurate disclosure of institution's finances													
Yes	83.3	80.0	75.5	67.9	76.9	70.0	83.2	69.6	72.2	76.2	81.0	71.8	76.6
No	16.7	20.0	24.5	32.1	23.1	30.0	16.8	30.4	27.8	23.8	19.0	28.2	23.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Received clear understanding of CEO's role													
Yes	86.5	96.2	90.0	87.3	89.7	87.4	89.2	78.3	83.3	81.7	89.0	86.1	87.6
No	13.5	3.8	10.0	12.7	10.3	12.6	10.8	21.7	16.7	18.3	11.1	13.9	12.4
Total*	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Received clear understanding of board's expectations													
Yes	79.1	94.3	81.7	82.1	75.0	84.5	83.3	80.4	84.2	78.8	82.0	83.2	82.6
No	20.9	5.7	18.4	17.9	25.0	15.5	16.7	19.6	15.8	21.2	18.0	16.8	17.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Received clear understanding of institution's expectations													
Yes	85.7	90.4	77.5	81.3	87.5	86.1	80.6	68.9	77.8	79.1	80.8	82.7	81.7
No	14.3	9.6	22.5	18.7	12.5	13.9	19.4	31.1	22.2	20.9	19.2	17.3	18.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

*Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

American Council on Education

ACE

Office of the President

December 3, 1998

Dear Colleague:

The American Council on Education (ACE) invites your participation in the National Presidents' Study. For more than a decade, ACE has collected data on presidents and chancellors of colleges and universities in the United States and disseminated results in a series of reports. The most recent report, *The American College President: 1998 Edition*, describes the background and career path trends of college and university presidents over the past decade.

Our ability to provide presidents, boards, policy makers, and researchers with good information depends on your willingness to take a little time to respond to our survey. This year we are resurveying all college and university presidents. And, in an important departure, we ask you to complete the survey on your computer. Based upon the recently completed field test, we found:

- **If you have access to a PC** (a Macintosh cannot be used), the survey can be completed easily in 10-15 minutes using the enclosed disk.
- Your assistant can answer many of the questions by consulting your curriculum vitae and then giving you the disk to complete the remaining questions.
- If you wish you can complete the paper copy of the survey and your assistant can enter the responses on the disk. Returning the disk helps ACE compile accurate information in the most cost-effective way. **If you do not have access to a PC or cannot complete the disk for any reason**, a postage-paid, return-addressed paper copy of the survey is enclosed for your use.
- Please complete the survey disk **OR** paper copy—not both—and return to us by or before **Monday, December 21.** A postage-paid, return-addressed disk mailer is enclosed for your convenience.

Thank you for being a part of this important national study. As a token of our appreciation, a complimentary copy of the next edition of *The American College President*, based upon these data, will be sent to you as soon as it is published.

Sincerely,

Stanley O. Ikenberry
President

103

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AMERICAN COUNCIL ON EDUCATION
NATIONAL PRESIDENTS' STUDY

Complete and return only if you are unable to complete the disk.

Chief Executive Officer (CEO) Identifying Information

1. Name: _____

2. Exact position title (e.g. President, Chancellor): _____
   Phone: _____ Fax: _____
   Email: _____

Your Current Position

3. Are you CEO of a:
   (1) _____ Campus
   (2) _____ System
   (3) _____ Other (please specify)

4. As chief executive officer, to whom do you report? (Use position title):
   (1) _____ System Head
   (2) _____ Board of Trustees/Regents
   (3) _____ State Commissioner/Superintendent
   (4) _____ Church Official
   (5) _____ Other (please specify) _____

5. Date appointed to current CEO position (mm/yy): _____

6. Is the position an interim appointment?
   (1) _____ Yes
   (2) _____ No

7. Do you hold a tenured faculty position at this time?
   (1) _____ Yes
   (2) _____ No

8. How many presidencies have you held prior to your current position? _____

Prior Positions

9. Position held immediately prior to assuming current CEO assignment:
   Title: _____
   Institution: _____
   City: _____ State: _____

   9a. For how many years did you hold that position? _____

   9b. Did you hold a tenured faculty position at that time?
   (1) _____ Yes
   (2) _____ No

10. Position held prior to the position described in item 9 above:
   Title: _____
   Institution: _____
   City: _____ State: _____

   10a. For how many years did you hold that position? _____

   10b. Did you hold a tenured faculty position at that time?
   (1) _____ Yes
   (2) _____ No

Before Your Current Appointment

11. Were you ever out of the job market for personal or family reasons?
   (1) _____ Yes
   (2) _____ No

   11a. If YES, how many years?
   (1) _____ 1-2
   (2) _____ 3-4
   (3) _____ 5-6
   (4) _____ 6 or more

12. Before assuming your current appointment, how many years were you employed **outside** of higher education? _____

13. Within higher education, how many years have you served as a **full-time** faculty member? _____

14. Before your first presidency, in how many presidential searches were you a finalist?

15. In which of the following areas would you like to have had more training or experience prior to assuming your first presidency?
   (1) _____ Fundraising
   (2) _____ Financial management

(3) _____ Experience as a faculty member
(4) _____ Publications
(5) _____ Public speaking
(6) _____ Experience in administrative ranks
(7) _____ Hiring, terminating and evaluating personnel
(8) _____ Intercollegiate athletics
(9) _____ Working with governing boards
(10) _____ Working with legislators and policy makers
(11) _____ Conflict management
(12) _____ Strategic planning
(13) _____ Collective bargaining
(14) _____ Negotiation skills
(15) _____ Federal/state policy issues
(16) _____ Employment outside higher education

Your Education

16. Please check the all the degrees you have earned:
(1) _____ Associate's
(2) _____ Bachelor's
(3) _____ Master's
(4) _____ Ph.D.
(5) _____ Ed. D.
(6) _____ M.D.
(7) _____ Other Health Degree (e.g., DDS, DVM)
(8) _____ Law (e.g., JD, LLB, LLD, JSD)
(9) _____ Other (e.g., Theology, Doctor of Ministry, Master of Divinity)
(please specify) _____

16a. If you earned a bachelor's degree, did you receive it from a single sex college?
(1) _____ Yes
(2) _____ No

16b. Indicate major field of study for your highest earned degree:
(1) _____ Agriculture/Natural Resources
(2) _____ Biological Sciences
(3) _____ Education
(4) _____ Engineering
(5) _____ Health Professions
(6) _____ Humanities/Fine Arts
(7) _____ Law
(8) _____ Medicine
(9) _____ Physical/Natural Sciences
(10) _____ Religion/Theology
(11) _____ Social Sciences
(12) _____ Other (please specify)

16c. Have you ever taken formal training and been certified as a religious professional?

(1) _____ Yes
(2) _____ No

Your Background

17. Do you currently serve on any corporate boards?

(1) _____ Yes
(2) _____ No

17a. If yes, please list all:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

18. Sex

(1) _____ Male
(2) _____ Female

19. Year of Birth: _____

20. Race/Ethnicity: (check all that apply)

(1) _____ White, non-Hispanic
(2) _____ Black, non-Hispanic
(3) _____ Hispanic
(4) _____ Asian/Pacific Islander
(5) _____ American Indian/Alaskan Native
(6) _____ Other (please specify) _____

21. Are you a naturalized citizen?

(1) _____ Yes
(2) _____ No

22. Marital Status:

(1) _____ Never married
(2) _____ Never married (member of religious order)
(3) _____ Married
(4) _____ Separated
(5) _____ Divorced
(6) _____ Widower/widow
(7) _____ Committed partner

22a. If currently married, does your spouse have paid employment?

(1) _____ Yes, in same institution
(2) _____ Yes, in another institution or organization
(3) _____ Yes, self-employed
(4) _____ No

23. Please indicate your religious preference:

(1) _____ Christian (Protestant)
(2) _____ Christian (Eastern)
(3) _____ Christian (Roman Catholic)
(4) _____ Muslim
(5) _____ Jewish
(6) _____ Buddhist
(7) _____ None
(8) _____ Other (please specify) _____

Your Duties

24. Of the following, rank order the top 4 areas that occupy the most significant amount of your time (1 = most time):

(1) _____ Fundraising
(2) _____ Personnel issues
(3) _____ Budget
(4) _____ Planning
(5) _____ Preparing for, attending, and following up on board meetings
(6) _____ Meeting with legislators and political officials
(7) _____ Academic programs
(8) _____ Community relations
(9) _____ Athletics
(10) _____ Student issues
(11) _____ Other (please specify) _____

25. Since becoming president, do you perform any of the following each year? (Check all that apply).

(1) _____ Teach a course by yourself
(2) _____ Team teach a course
(3) _____ Guest lecture in a course
(4) _____ Write for publication in popular media (newspapers, magazines, etc.) about higher education
(5) _____ Write for scholarly publication in your academic discipline
(6) _____ Conduct research in your academic discipline
(7) _____ Give speeches at national or international meetings
(8) _____ Other (please specify) _____

26. Do you travel on college business?

(1) _____ Yes
(2) _____ No

26a. Approximately how many days a year do you travel on college business?

(1) _____ Within the state
(2) _____ To other states
(3) _____ To other countries

The Search and Acceptance Process

27. How long was the search process for your current position from the time your name was entered until selection? _____ months

27a. In your opinion, how organized was the search process?

(1) _____ Very organized; everything went smoothly
(2) _____ Fairly organized; most things went smoothly
(3) _____ Mixed organization; some aspects were organized, other aspects were disorganized
(4) _____ Fairly disorganized; most aspects did not go well
(5) _____ Very disorganized; the process did not go well

28. Were the names of candidates made public during the search?

(1) _____ Yes, all candidates
(2) _____ Yes, semi-finalists
(3) _____ Yes, finalists
(4) _____ No
(5) _____ Do not know

29. Did you expect confidentiality during the search?

(1) _____ Yes
(2) _____ No

29a. If YES, was confidentiality about your candidacy maintained as long as you expected?

(1) _____ Yes
(2) _____ No

30. Was a search consultant used in the search that resulted in your selection?

(1) _____ Yes
(2) _____ No

31. Which of the following did the search committee include? (Check all that apply)

(1) _____ Governing board members
(2) _____ Foundation board members
(3) _____ Administrators
(4) _____ Professional staff
(5) _____ Classified staff
(6) _____ Faculty
(7) _____ Students
(8) _____ Alumni/ae
(9) _____ Community members
(10) _____ Other (please specify) _____

32. As a finalist, did you meet with anyone other than members of the search committee?
(1) _____ Yes
(2) _____ No

32a. If yes, with whom else did you meet? (Check all that apply)
(1) _____ Governing board members
(2) _____ Foundation board members
(3) _____ Faculty
(4) _____ Students
(5) _____ Administrators
(6) _____ Professional staff
(7) _____ Classified staff
(8) _____ Alumni/ae
(9) _____ Community members
(10) _____ Political officials
(11) _____ Other (please specify) _____

33. If married, did your spouse accompany you to any of your interviews?
(1) _____ Yes
(2) _____ No
(3) _____ Not applicable

34. Do you believe that your spouse was a factor in your selection?
(1) _____ Yes
(2) _____ No
(3) _____ Not applicable

35. Before you accepted the position, who represented the institution in compensation discussions with you? (Check all that apply.)
(1) _____ The search consultant
(2) _____ The search committee chair
(3) _____ The governing board chair
(4) _____ The board compensation committee
(5) _____ The attorney representing the board
(6) _____ The attorney representing the institution
(7) _____ Other (please specify) _____

36. When the offer of the position was made to you, did you:
(1) _____ Accept as offered
(2) _____ Make minor modifications to the offer
(3) _____ Negotiate major revisions to the offer

37. Before accepting the position, did you seek advice in negotiating the terms of employment?
(1) _____ Yes
(2) _____ No

37a. If yes, whom did you consult for advice? (Check all that apply.)

(1) _____ Attorney
(2) _____ Financial planner/accountant/other financial expert
(3) _____ Colleagues in the field of higher education
(4) _____ Colleagues outside of higher education
(5) _____ Other (please specify) _____

38. Do you have a written contract?

(1) _____ Yes
(2) _____ No

38a. If yes, for how many years?

(1) _____ One
(2) _____ Two
(3) _____ Three
(4) _____ Four
(5) _____ Five
(6) _____ More than five years, but not indefinite
(7) _____ Indefinite

39. Which of the following are part of your agreed upon conditions of employment? (Check all that apply.)

(1) _____ Deferred compensation
(2) _____ Presidential house
(3) _____ House manager
(4) _____ Housing allowance
(5) _____ Housekeeper
(6) _____ Staff assistance for social functions
(7) _____ Entertainment budget
(8) _____ Automobile
(9) _____ Driver
(10) _____ Travel expenses for spouse
(11) _____ Memberships in clubs and professional associations
(12) _____ Tuition assistance for family members
(13) _____ Relocation (moving expenses for self and family, if any)
(14) _____ Pension/retirement contributions
(15) _____ Life insurance
(16) _____ Loan at no or low interest
(17) _____ Sabbaticals
(18) _____ Consulting opportunities
(19) _____ Paid corporate directorships
(20) _____ Evaluation (expectations for performance, when and how evaluation will occur)
(21) _____ Performance-based bonuses
(22) _____ Salary increase based on merit
(23) _____ Professional financial planning assistance
(24) _____ Involuntary separation agreement

40. Do you feel that the search process disclosed to you:

40a. A realistic assessment of the current status of the institution?
(1) _____ Yes
(2) _____ No

40b. A full and accurate disclosure of the institution's financial condition?
(1) _____ Yes
(2) _____ No

40c. A clear understanding of the CEO's role?
(1) _____ Yes
(2) _____ No

40d. A clear understanding of the board's expectations?
(1) _____ Yes
(2) _____ No

40e. A clear understanding of the institution's expectations?
(1) _____ Yes
(2) _____ No

41. Please provide an example of an undisclosed issue or expectation that caused a problem when your current position started.

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